

LutherCare Communities



2026-2027
Roadmap

LAND ACKNOWLEDGEMENT



We acknowledge LutherCare Communities' (LCC) work reaches lands covered by Treaties 4 and 6, the traditional territory of the Cree, and the homeland of the Métis.



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A WORD FROM OUR BOARD CHAIR

As the new Chair of the LutherCare Communities Board of Directors, I want to begin by expressing my sincere thanks to our outgoing Chair Monica Kreuger. Her leadership, dedication, and steady guidance have played an important role in strengthening the Foundation and positioning it for the future. In particular, her commitment to strategic planning has helped create greater clarity, focus, and direction in how we support LutherCare Communities.

She has been a strong champion for building a more thoughtful and structured approach to our work ensuring that decisions are grounded in purpose, aligned with organizational priorities, and sustainable over the long term. We are grateful for the foundation she has helped put in place.

This Roadmap reflects the next step in that journey. It offers a clear glimpse into the Board's vision for the coming year, outlining key priorities and the path forward as we continue to grow our impact. It also reinforces our shared commitment to responsible stewardship, meaningful engagement, and supporting the mission of LutherCare Communities.

I look forward to the work ahead and to continuing to build on this strong foundation together.

DAVID KIRTON, BOARD CHAIR



A WORD FROM OUR CEO

As we move into Year 4 of our Strategic Plan, I find myself reflecting on how far we've come and looking ahead to what Year 5 and our next planning cycle will require of us.

Last year, we had the opportunity to celebrate 70 years of LutherCare Communities. It was a meaningful milestone and a reminder that while our mission has stayed the same, our organization continues to grow and evolve to meet the changing needs of those we serve. One of the clearest examples of that evolution is how we approach planning today.

As we begin year 4 of our five-year Strategic Plan, it continues to guide our work and keep us aligned with our Mission, Vision, and Values. What you will see reflected in this year's corporate overview on the next page is that we are now more than 600 team members strong and supporting 13 group homes, an important sign of how the organization continues to grow and extend its impact.

This plan is brought to life every day by our team. Together with the Board and our Executive Leadership Team, we remain focused on our four priority areas: Quality of Living, Impactful Partnerships, Innovation in Talent, and Organizational Stewardship.

GABE LAFOND, CHIEF EXECUTIVE OFFICER

LutherCare By The Numbers



1,200 Residents & Clients



30 Multi-Family Units



1 LutherCare Foundation



126 Beds in Long Term Care



600+ Team Members



3 Support Services - Home Help



50 Beds in Intermediate Care



555 Suites - Independent Living



2 External Seniors Program



13 Group Homes



1 Advocate Services Program



1 Ethics Program



1 Spiritual Care Program

VISION

A safe and caring Continuum of Living™ for those we serve.

MISSION

To provide excellence in care, shelter, and support in a caring Christian environment for all entrusted to our care.

VALUES



**Compassionate
Care**



**Excellence in
Serving**



Integrity



**Inclusion and
Belonging**

BUILDING BELONGING THROUGH EQUITY, DIVERSITY, AND INCLUSION

Equity, diversity, and inclusion are foundational to how LutherCare delivers care, supports teams, and lives out its mission. Our approach is intentional and integrated aligned with our values and embedded across governance, operations, and workforce strategy. We are creating equitable opportunities so that all team members can contribute and succeed.

At the same time, we are building a culture of belonging through ongoing learning, including anti-racism, intercultural awareness, and broader inclusion efforts spanning Indigenous reconciliation, disability inclusion, and LGBTQ+ experiences. This work is not a standalone initiative, it is part of how we lead, how we care, and how we grow as an organization.

Our reconciliation work is a key part of advancing equity, diversity, and inclusion at LutherCare. It reflects our commitment to building respectful relationships with Indigenous peoples and ensuring care that is culturally safe and informed. This includes creating space for Indigenous voices, supporting access to Elders and cultural practices, and continuing to listen and learn as an organization. Reconciliation is not separate from this work, it strengthens it. By embedding reconciliation into how we provide care, support our teams, and engage with community, we are deepening our commitment to belonging and ensuring that all people feel respected, valued, and understood within LutherCare.

By continuing to embed equity and inclusion into everyday decisions and long-term planning, LutherCare is strengthening its ability to provide respectful, person-centered care while building a more diverse, engaged, and high-performing organization.





OUR 2026-27 PLAN

As we enter the fourth year of LutherCare's five-year Strategic Plan, we are pleased to present the 2026-27 roadmap, a document that reflects both where we've been and where we're headed.

In the fall of 2021, we established the Strategic Plan to provide the framework for LutherCare to continue achieving our vision and mission through specific priorities aligned with our values. Four priority areas were identified: Quality of Living, Impactful Partnerships, Innovation in Talent, and Organizational Stewardship. Over the past three years, meaningful progress has been made across each of these pillars and Year 3 has given us the opportunity to validate that work, measure our outcomes, and confirm that our direction remains sound.

With that foundation in place, this roadmap outlines the priorities and actions for Year 4, a critical year of momentum as we move from validation into execution of our remaining commitments. At the same time, we are beginning to look ahead to Year 5 and the transition into LutherCare's next strategic planning cycle, ensuring that the progress made today informs the vision of tomorrow.

This roadmap continues to chart a path in our mission of providing excellence in care, shelter, and support in a caring Christian environment for all entrusted to our care and ensuring a safe and caring Continuum of Living™ for those we serve.

2026-2027 ROADMAP GOALS

GOAL: Quality of Care for Residents

- Maintain full accreditation through both CARF Canada and Accreditation Canada, reflecting our commitment to the highest standards across all service lines
- Exceed peer benchmarks on key quality of care indicators
- Strengthen resident and family engagement through feedback, surveys, and responsive action planning
- Maintain and modernize buildings and infrastructure to support a high quality of living for residents and a safe environment for team members
- Advance research and planning for enhanced dementia care services

GOAL: Strengthen partnerships with residents, team members, government and like-minded private organizations and the community

- Maintain and strengthen relationships with key partners, including government, the Saskatchewan Synod and the SHA
- Sustain and advance our commitment to reconciliation through ongoing education and Indigenous cultural opportunities for residents and team members
- Implement and strengthen the LutherCare Foundation framework to support long-term sustainability
- Advance the work of the Spiritual Care Committee by aligning its approach with the diverse beliefs and needs of the broader community

GOAL: Use a foundational approach to People and Culture to enrich diversity, inclusion and belonging

- Embed LutherCare's Vision, Mission, and Values into daily operations, leadership practices, and decision-making
- Foster an inclusive, engaged workplace by strengthening diversity, belonging, and team member experience across all roles and sites
- Equip leaders and teams with the tools, systems, and supports needed to perform effectively, make informed decisions, and deliver high-quality care
- Strengthen and modernize LutherCare's total rewards approach to better attract, retain, and support team members through competitive, transparent, and sustainable compensation and benefits programs

GOAL: LutherCare is a viable organization with strong finances and sustainable practices

- Ensure long-term financial sustainability through balanced budgets and sound fiscal management
- Modernize financial and reporting systems to improve transparency and decision-making
- Invest in energy efficiency and environmental sustainability across all sites
- Strengthen cyber security practices and digital infrastructure to protect residents and the organization
- Evolve and strengthen the ethics program to support organizational accountability, transparency, and ethical decision-making across all areas

Quality of Living



Impactful Partnerships



Innovation in Talent



Organizational Stewardship



INVESTING IN INFRASTRUCTURE FOR QUALITY LIVING



Infrastructure investment continues to be a critical priority for LutherCare as we work to maintain high-quality environments for residents and support long-term sustainability. Across the organization, significant capital investments have been made to modernize buildings, improve safety, and enhance overall living experience.

Between 2025-2026 alone approximately \$3.5 million was invested in priority upgrades including heating, venting and air conditioning (HVAC), elevator modernization, generator, domestic water system repairs, roofing, fire alarm systems and panels, and targeted interior improvements such as suite modernization, flooring and window replacements.

Planned investments for this year continue to prioritize building reliability and risk reduction, with emphasis on HVAC and electrical upgrades, elevator modernization, roofing replacement programs, and ongoing renewal of plumbing and life-safety infrastructure, guided by Facility Condition Assessments and operational needs.

These investments are not just about maintaining buildings, they are about creating safe, comfortable, and modern spaces that support quality of living, strengthen occupancy, and position LutherCare for future growth.

ACCREDITATION: A DUAL COMMITMENT TO QUALITY

LutherCare Communities holds accreditation from two nationally recognized bodies, reflecting the breadth and complexity of the services we provide.

In March 2026, LutherCare was awarded a full three-year accreditation from the Commission on Accreditation of Rehabilitation Facilities (CARF Canada) the highest designation possible running through March 31, 2029. CARF's review covers our assisted living, independent senior living, community housing, personal support services, and governance standards. Notably, CARF issued no recommendations in leadership, governance, strategic planning, legal requirements, or risk management a strong validation of the organization's direction and oversight.

Luther Special Care Home (LSCH) and the Seniors Centre are accredited separately under Accreditation Canada, as an affiliate of the Saskatchewan Health Authority. Accreditation Canada evaluates LSCH against national standards of excellence in areas such as resident safety, quality of care, and legislative compliance. This process ensures that our long-term care operations meet the rigorous expectations of the provincial health system.

Together, these two accreditation frameworks cover the full Continuum of Living™ from independent living and group living through to long-term care. They ensure accountability, drive continuous improvement, and most importantly, give residents, families, and partners confidence that LutherCare is meeting the highest standards of care across every service we provide.



ACCREDITATION
CANADA



Board of Directors

David Kirton
Chair

Dennis Serfas
Secretary

Brenda Ledding

Betty Mutwiri

Munye Mtata

Randy Touet

Megan Krueger

Elaine Malbeuf

Karen Harilstad

Pastor Kirk Tastad
ELCIC Representative

Executive Leadership Team

Gabe Lafond
Chief Executive Officer

Richard Lungal
Chief Financial Officer

Kim MicKechney
Chief Operating Officer

Laura Hunter
Chief People Officer

Operational Leadership

Stephanie Gray
Director of Finance

Karen Chaskavich
Director of Care

Jill Henry
Director of People
& Culture

Lori James
Director of Mission &
Spiritual Care

Kelly Peevers
Director of Housing

Eldon Duchscher
Director of Marketing &
Communications

Vikram Singh
Director of Buildings &
Facilities

Sissel Prediger
Director of Community Living

