ANNUAL REPORT 2024

THE BETHANY GROUP

PREPARED BY THE BETHANY GROUP

LACOMBE FOUNDATION

2024 BOARD OF DIRECTORS

JAMIE HOOVER – CHAIR
BARB SHEPHERD – VICE CHAIR
LENORE EASTMAN
KARIN ENGEN
ROB FEHR
TRACEY HALLMAN
REUBEN KONNIK

A MESSAGE FROM THE BOARD CHAIR

On behalf of the Lacombe Foundation, I am pleased to present the 2024 Annual Report to our community.

This past year has been one of focused effort and continued stability for the Lacombe Foundation. Facility occupancy and operational staffing have remained consistent, and we continue to benefit from the dedication of our staff, our administrative partner The Bethany Group, and the elected officials who serve on our Board.

In 2024, the Board turned its attention to long-term planning and advocacy. We engaged with external consultants to refine our strategic direction and strengthen our efforts to advocate effectively with the provincial government, particularly regarding the much-needed redevelopment of the aging Lacombe Lodge. This work reflects our commitment to ensuring that our facilities meet the needs and expectations of current and future residents.

Thanks to prudent financial management and strong municipal support, the Lacombe Foundation continues to be in a solid financial position. Our reserves are carefully managed and available to support ongoing facility maintenance and capital planning.

Ongoing resident and family engagement, supported by various internal committees, has informed improvements to quality of life and care within our facilities.

I extend my sincere appreciation to the staff, residents, families, administrative teams, and community partners who make the work of the Lacombe Foundation possible. This report reflects not only the accomplishments of 2024 but also our clear focus on the opportunities and responsibilities that lie ahead.

Warm regards,

JAMIE HOOVER

BOARD CHAIR
LACOMBE FOUNDATION

A MESSAGE FROM THE CAO

It was wonderful to see our lodge marketing strategies paying off with so many more residents making their homes at Lacombe and Eckville Lodges throughout 2024. An organization-wide group of lodge managers and administrative staff have been working together and sharing creative strategies for helping the public to understand the services provided in a lodge setting and the benefits of lodge living. It has been great to see such collaboration and innovative thinking to demonstrate how our seniors' lodges support the community.

Board members and administration were pleased to participate in the provincial lodge program review engagement session to identify areas within the provincial lodge program that require a different approach in order to meet the changing needs of clients accessing this service. The provincial Lodge Program Review Committee prepared a report with a number of recommendations for the Minister. We look forward to the release of this report to assist us in planning for future direction.

The new Continuing Care Act came into effect April 1, 2024 and for our lodges, this meant a change in the areas of compliance monitoring and accommodation licensing renewals. It has taken a number of months to sort out these changes with the ministry staff but we are seeing resolution and receiving our renewed licenses as well as responding positively to changes to compliance monitoring with successful audits.

We have also been able to participate at a number of provincial tables discussing lodge, housing and continuing care system changes and advocating for areas that require further consideration.

In terms of workplace culture and employee support, a number of opportunities presented themselves over the past year...we were able to include lodge employees with our continuing care teams in a Wellness Conference that was funded through an Alberta Health grant; we initiated a workplace culture program that we call mYsoul@work that teaches staff about the importance of emotional intelligence, how to bring spirit to the workplace, why they matter and how they make a difference as well as how to bring your best self to work.

I would like to take this opportunity to thank our staff for their ongoing work and dedication to make the lodges a warm and inviting home for the residents that we serve.

I would also send my thanks to the many residents and families who put their trust in us all to provide quality housing that includes lodge services such as housekeeping, enticing meals and enjoyable activities.The Lodge program allows residents to participate in the life of the lodge as much as they choose while enabling them to continue to participate in the external community as they like. We are also pleased to provide Designated Supportive Living with health care aide services in addition to the lodge services at Eckville Manor and our manager at this site is a Licensed Practical Nurse who can provide the clinical support and direction to these employees.

The Bethany Group is proud to provide the administrative function for Lacombe Foundation and we thank the Lacombe Foundation Board for their ongoing support of Administration for Lacombe Lodge, Eckville Manor House, Terrace Heights Landing Affordable Housing in Lacombe and Blackfalds Affordable Housing.

Respectfully,

CARLA BECK

CEO, THE BETHANY GROUP
CAO, LACOMBE FOUNDATION

BUSINESS PLAN 2023-2025
YEAR THREE ACCOMPLISHMENTS

OUTCOME # 1 INVESTING NOW AND IN THE FUTURE

The priority request for Lacombe Foundation is for capital funding to redevelop the Lacombe Seniors Lodge. A building condition assessment was completed and meetings were held between Lacombe Foundation and Ministry staff. The Ministry made some recommendations and Lacombe Foundation will be updating the Business Plan submission accordingly. Lacombe Foundation has engaged a consultant to assist with the process.

We would encourage people who reside in the communities of Lacombe County service area to send personal letters of support to the Minister of Assisted Living and Social Services, Jason Nixon and area MLA Jennifer Johnson. The redevelopment plan would ensure area seniors have access to a modern facility that includes in-suite washroom facilities that accommodate walkers, larger program and activity spaces and suites that can better meet the needs of couples.

The June 2024 request to the Government of Alberta for Capital Maintenance funding was 6.2 million dollars, with the largest portion of that for projects at the Lacombe Lodge should redevelopment not be approved. Funding that was awarded in April 2025 includes: $550,000 for Eckville Manor to replace the nurse call system, make-up air unit and interior hand railings and $48,000 for Lacombe Lodge to replace exhaust fans.

Lacombe Foundation also provides affordable housing for families In Lacombe and Blackfalds. These buildings have seen high occupancy rates over the past 12 months. Funds have been directed to capital maintenance reserves for future repairs.

OUTCOME # 2 INTEGRATED HOUSING AND SUPPORTS

Lacombe Foundation is committed to providing an affordable housing option for seniors and families so they can live in their community of choice. Receiving regular resident feedback and seeking out areas of improvement is an important part of meeting the needs of our residents and communities.

QUALITY IMPROVEMENT

The 2024/2025 initiative is Admission and Move-Ins: A Welcoming Experience. Residents and families were consulted on their move-in experience and with this feedback, improvement to processes have been suggested. Sites are currently testing standardized checklists and making additional recommendations.

A Food Services committee has been established and is building on the work of the previous quality improvement initiative to ensure consistent food quality and cost-effective ordering. Seasonal menus are shared with residents in advance to allow an opportunity for their feedback.

OUTCOME # 3 TRANSITIONS AND AGING IN THE COMMUNITY

Lacombe Foundation is monitoring legislative changes and best practices in the continuing care and affordable housing sectors of Alberta. Assisted Living Alberta was established by the Province on April 1, 2025 and the Foundation is looking for opportunities for improved coordination of the delivery of services to our residents.

Applications have been made regarding in-house Home Care services and Adult Day support programming at Lacombe Lodge. No decision on these applications from AHS has been communicated at this time.

For Eckville, we are looking for opportunities to develop a community service hub and await additional direction from AHS. In addition to the 35 lodge rooms, 15 rooms in Eckville are Type B Continuing Care (previously Designated Supportive Living 3), with access to Health Care Aides 24/7.

OUTCOME #4 FAIR AND FLEXIBLE

Lacombe Lodge and Eckville Manor look to find a balanced approach to offering fair and affordable rents and service packages, identifying operational efficiencies and best practices while being mindful of the use of local tax requisition dollars. Increasing costs and Inflationary pressures are top of mind issues for our lodges.

Affordable Housing needs to be self-sustaining, collecting enough revenue to cover monthly costs, mortgage payments and maintenance reserves to keep the buildings in good condition.

Board members from Lacombe Foundation and The Bethany Group Administration participated in the Seniors Lodge Program Review consultations in March 2024 and have advocated for needs of rural lodges and fair funding support from the Provincial Government.We are awaiting the release of the final report, and hope to see recommendations that can be implemented that will improve the lives of the residents and improve the sustainability of the lodge program.

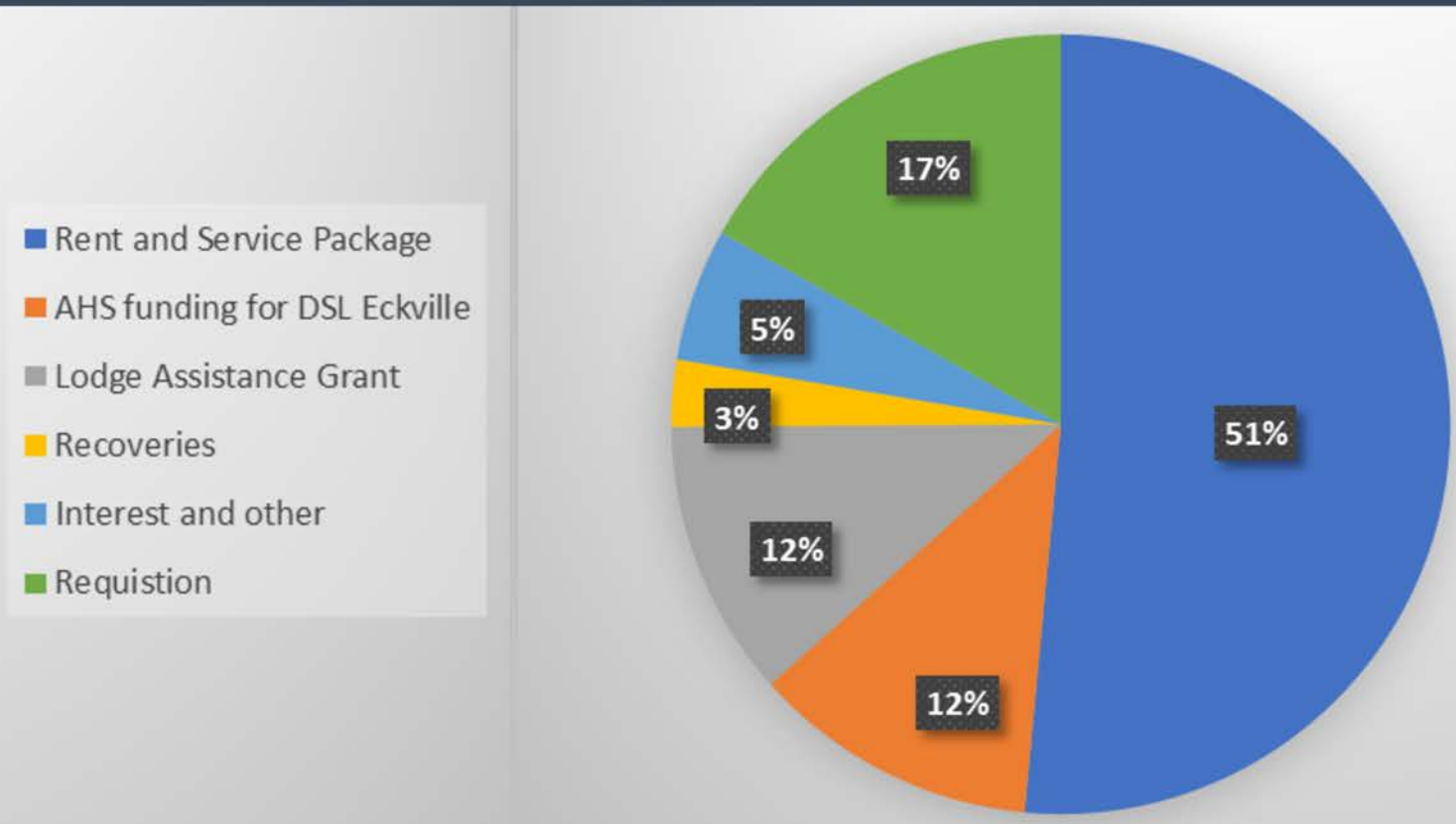
OUTCOME #5 A SUSTAINABLE SYSTEM

Lacombe Foundation has completed a board skills assessment to ensure targeted skills and knowledge at the board level to support good local governance.

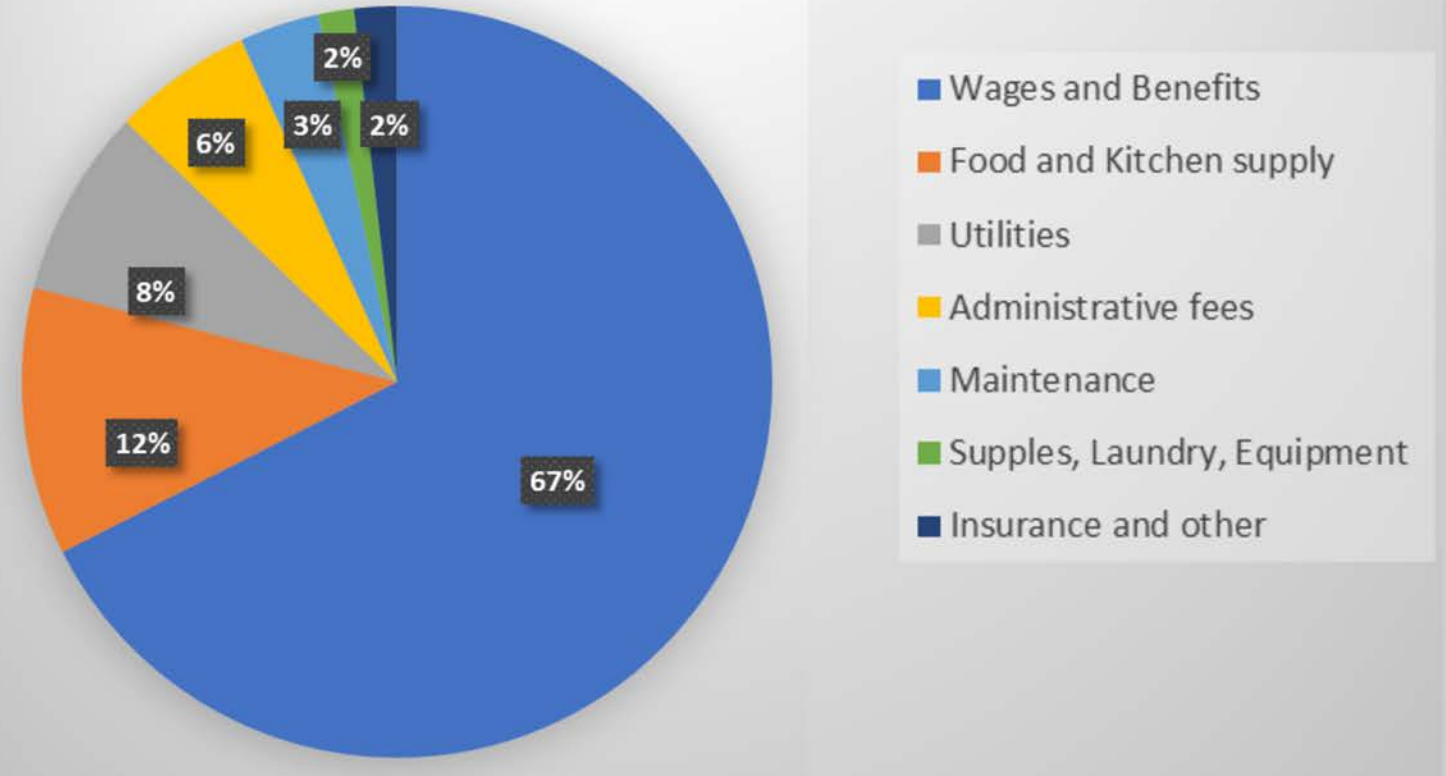
The lodge marketing working group continues to review and update best practices and develop new promotional tools.

Lacombe Foundation continues to advocate for increased sustainable financial support from the provincial government, to address rising costs and to protect low to moderate income seniors without sacrificing service quality. The unique needs of a smaller rural lodge, particularly in Eckville, need to be addressed by the province in their funding model so local seniors can continue to live in their community of choice with the appropriate support of the facility and the community at large.

LACOMBE FOUNDATION 2024 REVENUE



LACOMBE FOUNDATION 2024 EXPENSES



To view the full 2024 Financial statements, please visit our website at www.lacombefoundation.ca

LACOMBE FOUNDATION

CONTACT US

403-782-3811

info@bethanygrp.ca

www.lacombefoundation.ca

@ Lacombe Lodge
@ Eckville Manor House

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