2023

Lacombe Foundation

Annual Report

Prepared by
The Bethany Group

A commitment to providing a Caring Community.

Board Chair Message

On behalf of the Lacombe Foundation, I am pleased to share the 2023 annual report to the community.

On the whole, the past year has been a productive year for the Lacombe Foundation, its staff, Administrators (The Bethany Group) and Board members. Occupancy rates at the facilities are generally stable, as are staffing and operations. The Board, that consists of elected officials from communities within the Lacombe Foundation boundaries, have undertaken training and tours of the Foundation operations, bringing new members of that board up to speed on how the organization operates, and providing new inspiration for board members who have been involved for multiple years. Under the direction of the board, administration has been highly focused on maintaining the levels of service that residents and families have come to expect, and a significant effort has been put into lobbying the province for adequate supports, and in particular in trying to find a path to replacing the aging Lacombe Lodge and attached Seniors Self Contained units. The board and administration are unified in sending a strong message to the province on the need for this aging facility to be invested in further.

With great support from its member communities, the Lacombe Foundation is in good shape financially, with significant reserves that are available to invest into facility maintenance and in particular, towards the Lodge redevelopment should there be a fair contribution from other levels of government. Earlier in 2024 the Lacombe Foundation negotiated, and came to an agreement with it's labour union, and over the past year surveys and consultations were undertaken through various committees to address resident concerns and satisfaction, as well as identifying and implementing quality improvements for all.

I want to share my gratitude and appreciation once again to everyone associated to our foundation, including our partners, residents, and staff alike. Through this annual report I hope to inform you, engage you and highlight the successes had, and prepare you for the opportunities to come in 2024 and early 2025.

All the best!

Jamie Hoover
Chairperson of the Board
Lacombe Foundation

Lacombe Foundation would like to thank Barb Gilliat and Colleen Ebden for their service on the board. We welcomed Rob Fehr and Karin Engen to the board in November 2023, with Barb Shepherd being selected as Vice-Chair.

2023 Board of Directors

Jamie Hoover – Chair
Barb Gilliat – Vice Chair
Barb Shepherd
Reuben Konnik
Tracey Hallman
Lenore Eastman
Colleen Ebden

CAO Message

Early 2023 continued to demonstrate challenges with occupancy in lodges across Alberta but we are pleased to see an increase in people moving in to their new homes in Lacombe and Eckville Lodges!

We have had opportunities throughout 2023 to advocate for the provincial lodge program – meeting with Minister Nixon on a variety of occasions; promoting the desire for additional services within our lodges; joining our industry partners in participation in the provincial lodge program review and continued efforts to demonstrate the need for program changes to better meet the needs of current and future lodge residents.

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 health care aide services in addition to the lodge services in Eckville 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 Two 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. Some challenges have been encountered as gaps have been identified in current grant programs. A property condition assessment was completed in November 2023, and the results of the assessment will be considered in our next steps.
- We would encourage residents who reside in the communities of Lacombe County service area to send personal letters of support to the Minister of Seniors, Community and Social Services Jason Nixon and local Independent 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 5.25 million dollars, with the largest portion of that for projects at the Lacombe Lodge should redevelopment not be approved. No funding was awarded to these projects in Budget 2024.
- 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.

2.1 Quality Improvement

- Our 2023/2024 initiative is Admission and Move-Ins: A Welcoming Experience. In 2023, Quality Improvement Teams reviewed the current practices and procedures and sought feedback from residents and their families on their experience. In 2024, pilot projects will be tested at various sites and final recommendations will be made.

2.2 Resident Surveys

"I feel like you can talk to all the staff and they care about me." Quote from resident, 2023 Lacombe Lodge Survey

"I find the resident meetings are productive and questions are welcomed". Quote from resident, 2023 Eckville Manor Lodge Survey

Residents provided their feedback on various areas of the lodge living environment or their affordable housing building. The surveys were completed in November, results tabulated and action plans were developed to address areas of concern. Results were shared back with residents during Spring Tenant meetings. This process reflects our commitment to person-centered care, responsiveness to resident needs and transparency.

Outcome # 3 Transitions and Aging in the Community

- Lacombe Foundation is monitoring legislative changes and best practices in continuing care and affordable housing sector of Alberta. We are working proactively with AHS in their planning processes on delivery models to improve continuity of care for lodge residents.
- The Foundation has submitted an Expression of Interest for in-house delivery of home care and has applied for an Adult Day Support program to be offered at the Lacombe Lodge. No decisions 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 Designated Supportive Living 3, with access to Health Care Aides 24/7.

Outcome #4 Fair and Flexible

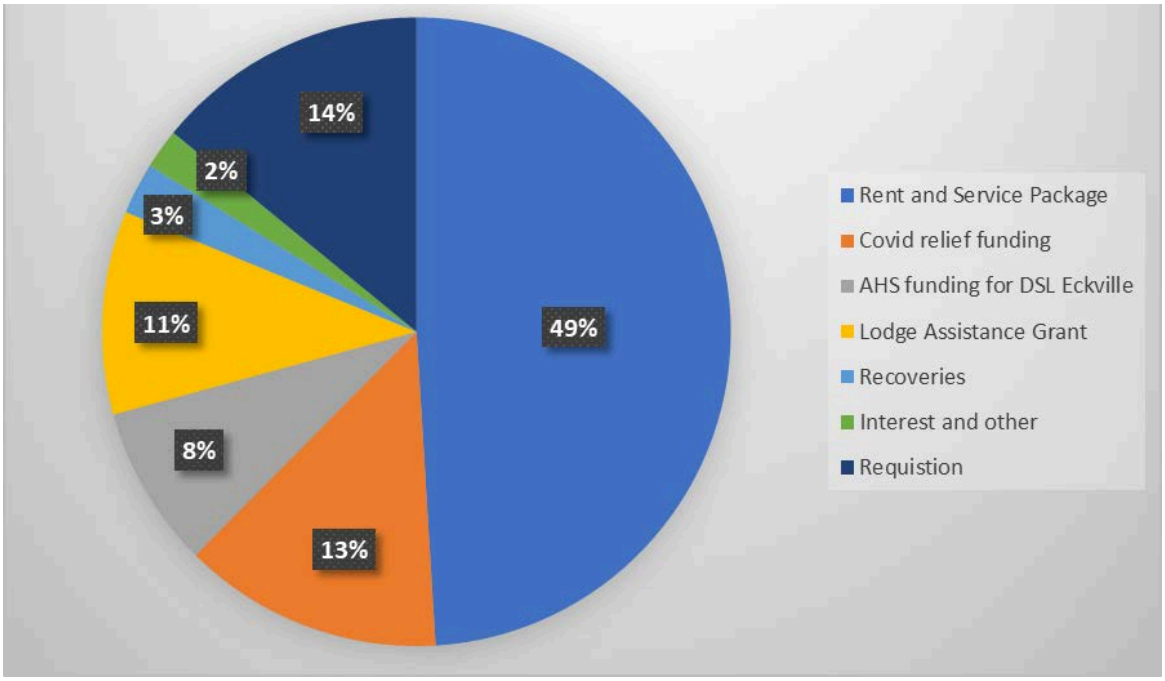
- Lacombe Lodge and Eckville Manor look to find a balanced approach to offering fair and affordable rents and service packages, identifying operational efficiencies and best practices while being mindful of the use of local tax requisition dollars. Increasing costs and Inflationary pressures are top of mind issues for our lodges.
- We would like to thank the Province of Alberta for their financial support during the pandemic. The funding program ended December 31, 2023. Over the 4 years of the program, Lacombe Foundation received $2,226,343. These funds were used for staffing, supplies and to stabilize revenue during periods of occupancy loss.
- 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 Bethany Group Administration have 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.

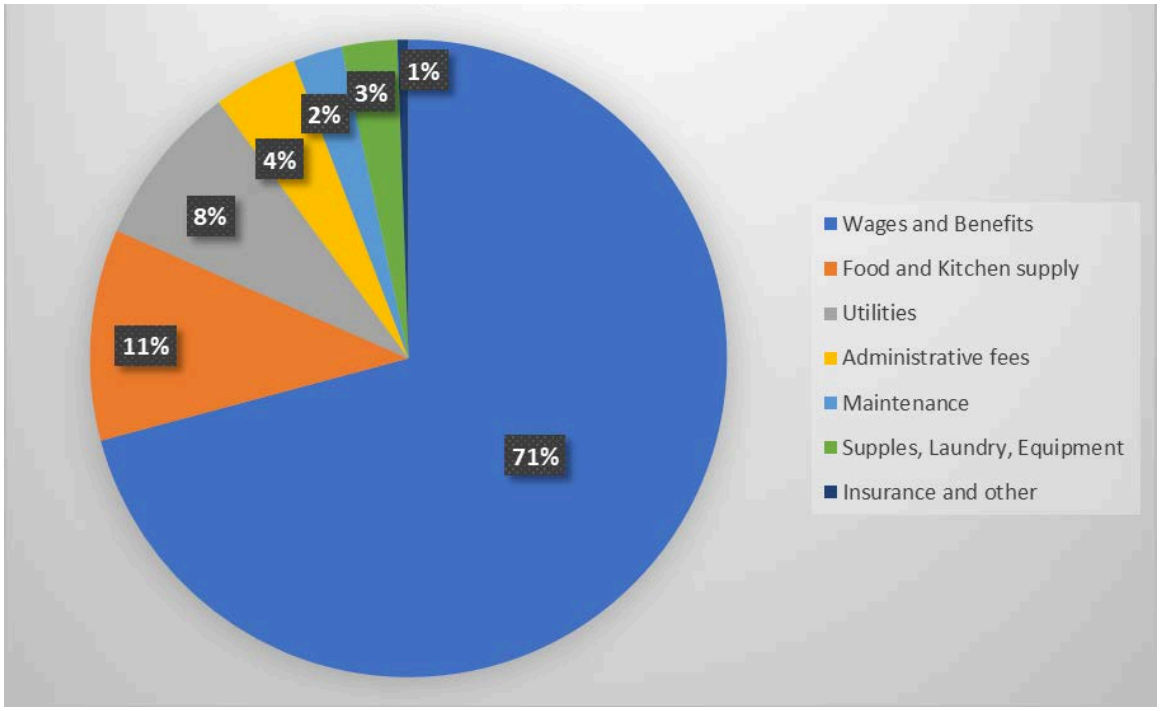
Outcome #5 A Sustainable System

- 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 2023 Revenue



Lacombe Foundation 2023 Expenses



To view the full 2023 Financial Statements, including the Affordable Housing portfolio, please visit our website at www.lacombefoundation.ca/about-us

Prepared by
The Bethany Group

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