

La Crete Municipal Nursing Association

Strategic Plan

2025-2030

Message from the Board

The La Crete Municipal Nursing Association Board of Directors believes that long-range strategic planning is a core function of its governance and leadership. Developed with support from the Senior Management team, the Strategic Plan provides overall direction to the Association in developing its Business Plan.

Effective Strategic Plans incorporate a clearly stated vision, mission, and values, along with well-defined goals that are measurable and attainable. Allowing flexibility to respond to new information and emergent situations, this plan focuses on client satisfaction and well-being, operational priorities, financial stability and accountability.

Reviewed annually, the Strategic Plan delivers long-term stakeholder value through clear planning and accountability.

The board feels strongly in open communication and wants to share this plan with all stakeholders including clients, municipalities, community members, and staff.

Chair- Willie Wieler

Vice Chair- Tim Harms

Treasurer- Dave Froese

Secretary- Henry Fehr

Director- Phillip Wiebe

Director- Abe Neufeld

Director- Anthony Peters

Director- Jake Wiebe

CAO- George Fehr

Mission, Vision, Values

Vision Statement

Be a trusted provider of affordable housing and assisted living services.

Mission Statement

La Crete Municipal Nursing Association is committed to providing person-centered services that cultivate a sense of belonging and community. We aim to align the provision of accessible affordable housing and assisted living services with the culture and faith of the community.

Value Statement

Compassion – prioritize the needs of residents, clients and families.

Excellence – provide quality care that meets or exceeds standards.

Integrity – uphold the charitable mission while maintaining financial responsibility.

Safety – ensure a secure and well-maintained environment.

Innovation – evaluate and adapt services to meet evolving needs.

Collaboration – work with agencies, churches, and organizations to serve the community.

Our Programs and Sites

Heimstaed Lodge 9806 105st. - 80 Lodge units where 54 units are contracted to AHS under MSA CLM206732 as Continuing Care- Type B beds (CC3-5 beds, CC4- 34beds, and CC4D-15 beds). The more independent units not included in the AHS contract are Supported Living (SL2- 26 beds). These beds are funded through integrated home care funding model. The address 9806 105 st. includes newly consolidated lots (10602 99 AVE, 9820 106 st., 9817 106 st., 9814 105 st., 9818 105 st. and 9902 105 st.)

Residential House 10501 Homestaed Way (98 AVE)- House was purchased for future lodge expansion at address 9817 106 ST. Was used as an overflow of lodge beds with focus on the younger population that needs supportive living. House was relocated to its current address for purposes of staff housing. Upstairs has 2 bedrooms and 2 full baths. It has a fully developed basement with 3 bedrooms and 3 full bathrooms.

Care & Share Thrift Sstore 10502 99 St. - The retail space is 84'x84' and the main work area for volunteers is 30'x84'. The store is open to the public Mon-Fri 10:00am-5:00pm. The store has a manager on staff but is otherwise completely operated by volunteers. The funds generated are used for LCMNA projects, Heimstaed operations, and capital projects.

Altenheim & Housing – The properties are all owned by Alberta Social Housing Corporation (ASHC) and LCMNA operates 40 units under an operating agreement with ASHC. The units consist of 30 seniors housing and 10 community social housing. LCMNA assumed operation from Boreal Housing Foundation September 1, 2024.

Other properties

6 Vacant Lots- 10602 99 AVE, 9820 106 st., 9817 106 st., 9814 105 st., 9818 105 st. and 9902 105 st. These lots are all consolidated under 9802 105 street and is the site for future Heimstaed Lodge expansion.

10505 Homestaed Way S- staff and visitor parking lot

Homecare & Public Health Clinic 10001 & 10005 96 AVE

- Relocated from 9818 105 st. on November 15, 2024. LCMNA is renting a modular office building to AHS.

Guiding Principles

The following eight strategies will guide the organization over the next five years.

Competent Governance

Our organization is led and managed in a transparent, ethical, and responsible manner. Emphasizing the importance of strong leadership, effective decision-making, accountability, and compliance with laws and regulations. Ensure that the organization aligns its goals with the needs of stakeholders and maintains integrity in its operations.

Person Centered Service Delivery

Our organization will strive to provide excellent service to our clients. Continually engage, listen, adapt, and seek to meet the needs of the person served. This will involve intentional soliciting of feedback through conducting both formal and informal surveys, continual evaluation of programs and services, and quality improvement planning and implementation.

Stewardship of Resources

Ensure responsible and sustainable management of the organization's financial, human, and environmental resources. Effective stewardship involves careful budgeting, efficient allocation of resources, and long-term planning to ensure that resources are used wisely and responsibly. We aim to minimize waste, maximize value, and ensure a strong organization for generations to come.

Relationship Building

Cultivate strong, positive relationships with key stakeholders, including church leaders, clients, families, employees, community organizations, and regulatory bodies. This involves open communication, trust-building, and collaborative partnerships that foster a sense of community and shared purpose. Relationship building enhances the organization's reputation and facilitates support for its mission and initiatives.

Accreditation

Obtain formal recognition from CARF that LCMNA is a credible health and accommodations provider that exceeds established standards set by the AB Government. LCMNA emphasizes continuous improvement, adherence to best practices, and commitment to excellence in service delivery. Achieving and maintaining accreditation serves as a benchmark for quality assurance and helps build trust with stakeholders.

Planning and Building Capacity

As the community grows at an accelerated rate, LCMNA must be proactive to evaluate the current and future needs of the seniors, families and individuals of our population. Using the most recent census and housing needs data available on both the federal and municipal level, complete an in-depth analysis of current gaps in service levels and trend data to predict future demands. Work with government and other stakeholders to plan, build capacity and ensure sustainable operations to meet these growing needs. This will also require building capacity in human resources ensuring focus on development, retention and recruitment.

Project Management

Ensure a structured and systematic processes to plan, execute, and monitor projects effectively within the organization. This strategy involves defining project goals, allocating resources, managing timelines, and assessing outcomes to ensure successful completion of initiatives. Effective project management maximizes efficiency, minimizes risks, and enhances the organization's capacity to implement change and innovation.

Planning Considerations

1. Expectations of Persons Served

- Conduct regular surveys to gather feedback on client satisfaction, needs, and preferences.
- Implement programs that enhance quality of life

2. Expectations of Other Stakeholders

- Engage with family members of clients to understand their expectations for care and services.
- Meet regularly with church leadership to gather feedback and provide updates
- Foster relationships with community organizations and service providers to align goals and services.

3. Competitive Environment

- Analyze local competitors, including other senior living facilities, to identify strengths, weaknesses, opportunities, and threats (SWOT analysis).
 - Strengths
 - Community based organization
 - Community investment and support
 - Respecting and understanding local culture
 - Weaknesses
 - Financial dependency on government operating funding
 - Funding deficit to expenses
 - Opportunities
 - Provide culturally unique compassionate care to our elderly and vulnerable
 - Connection and engagement of all stakeholders to meet capacity needs
 - Threats
 - Funding reduction
 - Staff shortage
 - Natural Disasters, mainly fire and smoke
- Ensure that LCMNA continues to provide unique features or services, such as specialized care for specific conditions (e.g., Dementia support).

4. Financial Opportunities

- Explore grants and funding to increase the capacity of services to address the growing needs of the community.
- Through the fundraising committee, develop fundraising initiatives, including community events, to increase financial support.

5. Financial Threats

- Assess risks such as economic downturns that may affect funding and donations.
 - Geopolitical threats such as tariffs
 - Stability of commodity prices
- Monitor changes in funding rates from the AB Government

6. Organization's Capabilities

- Evaluate current staff skill-sets and training needs to provide high-quality care.
- Leverage community resources to enhance service offerings, such as partnerships with healthcare providers.
 - Homecare
 - Handivan service
 - Professional services such as OT, PT, Pharmacy

7. Social Determinants of Health

- Address factors affecting clients' health, including access to healthcare, social support, and economic stability.
 - Offer client support to access eligible financial support.
 - Provide technological services to enable remote access to health services
- Provide resources and support programs targeting these determinants.
 - Nutritious meals
 - Safe, secure and affordable accommodation
 - Health services (nursing, physicians)
 - Social and activity programs
 - Volunteer program

8. Demographics of the Service Area

- Conduct demographic studies to understand the population's age, income levels, and health status.
 - Utilize the Mackenzie County 2024 Housing Needs study
- Customize programs to meet the specific needs of the local senior population.
 - Provide programing that encompasses the appropriate cultural preferences of the clients
 - Adjust programs to meet the mental and physical limitations of the clients

9. Organization's Relationships with External Stakeholders

- Build strong partnerships with local healthcare systems, legislative bodies, and community organizations.
 - Professional services
 - Church groups
 - Business community
 - Key community influentials
 - Volunteers
- Maintain active communication and collaboration with external stakeholders for resource sharing and support.
 - Surveys, AGM, meetings, newsletters, Resident and Family Council

10. Regulatory Environment

- Stay informed about provincial and federal regulations affecting continuing care facilities.
 - Continual review of Accommodations Standards and the Continuing Care Health Service Standards (CCHSS)
 - Become a member of the Alberta Continuing Care Association (ACCA).
- Ensure compliance with healthcare and accommodation standards and regulations through regular audits and staff training.

11. Legislative Environment

- Monitor legislative changes impacting funding, services, and regulations for continuing care.
- Advocate for policies that benefit seniors and enhance their care options.

12. Use of Technology for Operations and Service Delivery

- Ensure the nurse call technology is updated and current to support client care.
- Use performance analytics tools to track improvement and optimize services.
 - Incident tracking and analysis
 - Quality improvement based on analysis

13. Analysis of Performance Information

- Collect and analyze performance metrics to guide decision-making and strategic adjustments.
- Implement a continuous quality improvement process based on data insights.

Implementation

1. Development with Input from Stakeholders

- Regularly engage persons served, personnel, and other stakeholders in the strategic planning process through surveys, focus groups, and meetings.

2. Reflecting the Organization's Financial Position

- Assess financial health at planning initiation and in subsequent reviews to ensure alignment with operational goals.
- Prepare for potential financial changes by developing adaptable budget strategies.

3. Allocating Resources

- Prioritize financial, workforce, and material resources based on strategic goals and identified needs.

4. Setting Goals and Priorities

- Establish clear, measurable goals focused on improving client satisfaction, financial sustainability, and operational efficiency.
- Prioritize initiatives that align with community needs and organizational capabilities.

5. Annual Review and Updates

- Schedule annual strategic plan reviews to assess relevance and effectiveness, adjusting as necessary based on performance data and stakeholder feedback

Key Goals

The following goals will be the focus of the organization

Heimstaed Lodge- Continuing Care and Supportive Living

- See Appendix 1

Altenheim & Community Housing

- Capital Improvements for main Altenheim building
 - Reconstruct hallway floor
 - Add 5 Air Conditioning units
 - Add walk in Freezer
 - Change front west door to automatic handicap access
- Expand low-income community social housing
 - Using County needs assessment, determine housing requirements and submit requests to ASHC for additional units.
- Rent Supplement Program
 - Work with ASHC for LCMNA to assume program operations

Care & Share

- Volunteer safety
- Volunteer retention
- Recruit new volunteers
- Building and Equipment maintenance

LCMNA General

Governance

- Complete board orientations with all board members
- Review governance policies and society by-laws

Expansion Project

- Work with L7 Architecture to finalize the design for the expansion project.
- Secure government funding for 80% of capital costs and expansion of the MSA to include an additional 81 continuing care Type A & B
- Project manage construction with internal Project Manager

Sharing the Plan

1. Relevant Communication

- Clearly communicate strategic goals and initiatives to clients, staff, and other stakeholders in an accessible format.
- Utilize meetings, newsletters, and social media to keep the community informed and engaged.
- Develop an LCMNA website in 2025 to provide all stakeholders with a direct central hub location of all communication.

This comprehensive strategic plan aims to enhance the quality of life for seniors, ensuring that their needs are met while promoting the sustainability of the organization. Regular reviews and updates will maintain its relevance and effectiveness.

Shared with	How was it shared	Date	How was it shared	Date
Board of Directors	Board meeting	May 27, 2025		
Employees	Staff meeting, minutes posted	September 2, 2025	Staff meeting, minutes posted	October 7, 2025
All Stakeholders	Website	September 26, 2027		

	Date	Motion #	Signature
Approved	May 27, 2025	Motion 025-046	
Amended			
Amended			
Last Reviewed	October 6, 2025		
Next Review	October 6, 2026		

Appendix 1-Heimstaed Lodge 2025 Strategic Goals

Strategic Goal	Objective	Desired Outcome	Target	Target Completion Date	Action	Status
Accreditation	Obtain CARF accreditation, compliance to MSA with AHS	3 year accreditation obtained	All Stakeholders	31-Dec-25	Prepare for survey	In progress
Employee Retention	LCMNA is employer of choice	Employees retained, less turnover	Employees	31-Dec-25	Retention plan Long service policy Competitive in field	In progress
Quality Improvement Plan (QIP)	Develop QIP, establish committee	QIP developed, committee established, employees aware of process	Employees	17-Oct-25	Develop committee charter create tools to track and monitor QI	In progress
Kitchen Expansion	Renovate and expand existing kitchen space	modernized and expanded space, over double size	Person's served, Employees	30-Jun-25	Architecture plans completed New spaces for fireside, hair salon, PPE rooms Construction completed	Done
Create Website	Develop website for LCMNA	Published website	All Stakeholders	30-Sep-25	Domain access stakeholder input publish site	Done
Enhance Training	Expand training platform and tracking	All employees access to online training with individual user id's	All Employees	30-Nov-25	Create user emails Set up in Surge learning Train staff how to access	In progress
Buildup Health & Safety (H&S) Program	Further develop H&S program, assign role to employee	Employees have better access to H&S materials, dedicated H&S representative	Employees	30-Nov-25	Assign H&S Role Create H&S manual H&S boards in staff areas Update Incident management policy and procedures	In progress
Emergency Preparedness	Update Emergency and Contingency plans, communicate and exercise	Updated plans that are communicated and exercised	Person's served, Employees	30-Nov-25	Update emergency maps update emergency plan create business continuity plan	In progress