The Brenda Strafford Foundation

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AUG 21 2020
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The Brenda Strafford Foundation Ltd.
4628 Montgomery Blvd NW
Calgary, AB T3B 0K7
theBSF.ca

August 14, 2020

Mayor Bill Robertson
Mayor of Okotoks
Town of Okotoks
5 Elizabeth Street
Okotoks, AB, T1S 1K1

Re: 2019-20 Report to the Community

Dear Mayor Robertson,

The Brenda Strafford Foundation is proud to present our **2019 Report to the Community**. This annual report covers activities within our 2019-20 year, also being the second year of The Foundation's current three-year strategic plan: '**Pursuit 2021**.'

The past year has been yet another year full of growth and new achievements for The Foundation. For example, key highlights include the launch of '**A Guide to Creating Dementia Friendly Communities in Alberta**,' construction of **Cambridge Manor** which opened in July 2020, and breaking ground on the construction of the new **Clifton House**.

As 2019-20 came to an end, The Foundation, along with the continuing care sector as a whole, faced the challenge of responding to the COVID-19 pandemic. This continues to be a priority focus in 2020, as we remain vigilant in our efforts to stop the virus from entering and spreading within our sites. While we are currently focused on enhanced health and safety measures, we continue to be guided by our core value '**People First**.' People are always at the centre of everything we do!

Founded on August 15, 1975, this month marks The Foundation's 45 year anniversary. We take this opportunity to not only reflect upon on the achievements highlighted in this year's annual report, but to also reflect upon our impact over the past 45 years. As we continue to build upon the achievements and successes of our past, looking ahead, The Foundation has a promising future that is full of great potential.

We look forward to further engagement and collaboration with our internal and external communities in the year ahead as we strive to achieve our mission to optimize well-being and enrich people's lives in innovative ways. Thank you for your ongoing support of The Brenda Strafford Foundation, as together, we continue to realize our philosophy: '**The preservation of dignity and the pursuit of happiness**.'

Yours sincerely,

I hope all is well Bill. Thank you for the support.

Mike Conroy
President and CEO

Enclosure: 2019 Report to the Community

BSF STRONG

ACCREDITED WITH EXEMPLARY STANDING
ACCREDITATION AGRÉMENT CANADA

The Brenda Strafford Foundation

2019 Report to the Community

The Brenda Strafford Foundation

Pursuit 2021
2018-2021 Strategic Plan

Our Values

People First
People are at the centre of everything we do. We are committed to those we serve and we recognize that our people are essential to our success.

Quality
We relentlessly pursue quality with pride and enthusiasm. We believe in the highest standard of care and safety to ensure service excellence.

Engagement
We respect the strengths, interests and needs of the communities in which we operate and closely collaborate with our staff, residents, families and partners.

Leadership
We strive for excellence and act boldly to propel The Foundation and seniors care forward with confidence.

Compassion
We act with kindness, empathy and understanding towards each other and those we care for.

Philosophy
The preservation of dignity and the pursuit of happiness.

Mission
As a charitable organization we are an innovative force, providing high quality person-centred care and services to optimize well-being and enrich people's lives.

Vision
We will provide leadership to create a future where people can live life to the fullest, with dignity, hope and happiness — in caring and supportive communities.

Strategic Goals for 2018-2021

1. Achieve excellence in quality of care and living
2. Increase resident, family and community engagement
3. Develop and support our people and teams
4. Diversify and expand to better meet changing community needs
5. Enhance innovation through research, best practices and investments in technology and infrastructure
6. Optimize financial resource stewardship

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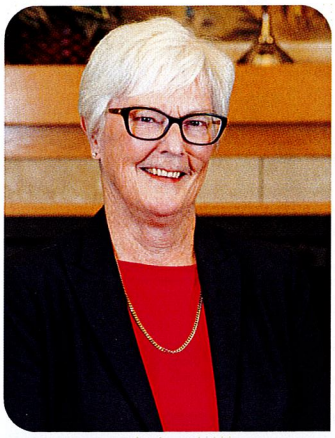
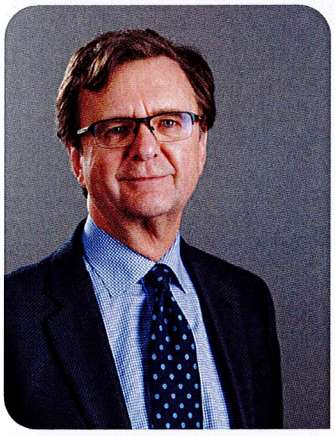
Message from the Board Chair



Ms. Norma Jackson retired as Board Chair on March 31, 2020



Mr. Clayton Sissons was appointed Board Chair on April 1, 2020

On behalf of The Brenda Strafford Foundation's Board of Directors, I wish to extend my sincere appreciation to all of The Foundation's staff, and all of its supporters, for your outstanding effort and commitment shown throughout the 2019-20 year. This effort is reflected in the many successes and achievements presented in this year's annual report, once again continuing Dr. Strafford's legacy for 'the preservation of dignity and the pursuit of happiness.'

As the 2019-20 year drew to a close, The Foundation's focus shifted towards the COVID-19 global pandemic. I would like to commend the Foundation's leadership team, led by President and CEO Mike Conroy, and all staff throughout The Foundation for your response to the prevention and containment of COVID-19. The Foundation has shown great leadership at this time, from early and proactive responses, industry advocacy, and comprehensive planning for enhanced prevention and containment strategies to keep our residents, and each other, safe.

Our reputation for excellence and our core value of leadership continue to shine through during this challenging and unprecedented time. I continue to be inspired by the compassion, dedication and team work of our people throughout The Foundation – not only to find innovative ways to continue to support our residents and families, but also to support each other. I also continue to be inspired by the resilience of our residents and families, as together, we navigate these uncertain and difficult times.

It is with mixed emotion that as of March 31, 2020, I retired from the position of Chair of The Foundation's Board of Directors. I take great pride in the many far-reaching achievements I have seen in my long career with The Foundation, and express great appreciation to our late Founder Dr. Barrie Strafford for the mentorship and opportunities he provided me. I would also like to acknowledge The Foundation's Board of Directors for their tremendous governance support, and I look forward to continuing to serve on the Board.

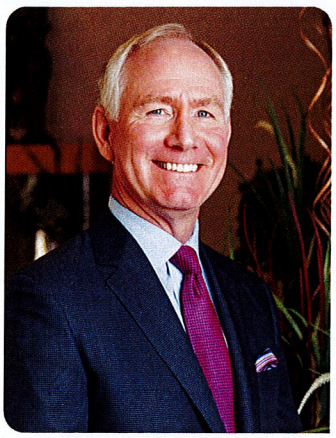
As we look forward to the future, one that is full of both new possibilities, and also uncertainty as the threat of the global pandemic remains, I am certain that our contributions will continue to build upon the legacy of Dr. Strafford and The Foundation's proud history.

Norma Jackson

Norma Jackson
Board Chair

Norma Jackson, The Brenda Strafford Foundation Board Chair presents A Guide to Creating Dementia Friendly Communities

Message from the CEO



2019-20 sees the completion of year two of The Brenda Strafford Foundation's current Strategic Plan: Pursuit 2021, and another proud year of growth and many new achievements for The Foundation. This report highlights just some of our many successes from the past year, including:

- **A continued focus on 'The BSF Way' and our approach to the delivery of person-centred care, services and environments throughout The Foundation**
- **Continuing construction and nearing the completion of Cambridge Manor (open as of July 2020) at University District and breaking ground on construction of the new Clifton House, the first part of our Clifton Village vision**
- **Using Electronic Medication Administration Records (eMAR) to enhance medication safety**
- **The Foundation's first annual 'Release of the Butterfly' Ceremony led by the Palliative Care Committee to commemorate the lives lost throughout the year gone by**
- **The launch of 'A Guide to Creating Dementia Friendly Communities in Alberta' providing a blueprint for developing Dementia Friendly Communities across Alberta**

Thank you all for your many contributions and collaboration to advance these important initiatives, supporting the many successes of the past year, achieving the goals set out in Pursuit 2021, and continuing The Foundation's legacy of excellence.

BSF COVID-19 Response

Unfortunately, as the 2019-20 year came to an end, The Brenda Strafford Foundation, and the continuing care sector as a whole, faced the enormous challenge of managing the COVID-19 pandemic. In February and March, 2020, The Foundation turned our attention to learn from the evidence-based best practices emerging as a result of COVID-19 in other jurisdictions already experiencing the unfortunate and tragic outcomes as the pandemic spread across the globe. The Foundation acted quickly to take preventative measures within our sites, as well as advocate for action by the provincial authorities as continuing care centres across the country sadly became Canada's epicentre for the distressing impact of this deadly virus.

Over the past few months, The Foundation has experienced outbreaks at all four of our Manors despite our best efforts for prevention and containment. The Foundation's first outbreak occurring at Clifton Manor in April has unfortunately been the most significant outbreak within The Foundation. Thanks to quick implementation of an effective containment plan, the outbreak was confined to residents in only one area and fortunately did not spread to other areas of the building. The outbreak at Wentworth Manor also included resident cases, however, the containment plan fortunately limited the spread to only four residents, who thankfully all recovered. The outbreaks at Bow View Manor and Tudor Manor were limited to positive cases in staff only, and our effective containment strategies meant the virus did not spread to residents.

We were extremely saddened that seven residents at Clifton Manor passed away due to COVID-19 in April. We extend our most sincere condolences to the families and loved ones of these residents, and to all those that knew them including the residents and staff at Clifton Manor who lived with and cared for them.

COVID-19 continues to be a very real threat in the community, especially for residents in continuing care. We must remain vigilant in our preventative measures and prepared for outbreaks to continue to occur. During this time, The Foundation remains steadfastly focused on providing the best possible care and services to all of our residents and families.

I would once again like to take this opportunity to acknowledge the continued compassion, commitment and courage of all our employees and leadership team throughout the entire Foundation in response to this pandemic. I would again also like to acknowledge the ongoing resilience, understanding and support of our residents and families throughout all of our sites at this most difficult of times for everyone.

Board Chair Announcement

In December, 2019, Ms. Norma Jackson announced her retirement as Chair of The Brenda Strafford Foundation Board of Directors, effective March 31, 2020. On behalf of The Foundation, I wish to extend sincere gratitude to Norma for her leadership, immeasurable contributions and wise counsel, having served as the Board Chair since 2016, upon the passing of our Founder Dr. Barrie Strafford. However, I am very pleased to say Norma will continue on the Board of Directors at this time.

I am pleased that Mr. Clayton Sissons (BA, LLB) has been selected as the new Chair of The Brenda Strafford Foundation Board of Directors, effective April 1, 2020.

Clayton has served as a Board Member for The Brenda Strafford Foundation since 2006. He is the Chair of The Foundation's Finance Committee and a member of the Governance Committee. Clayton brings a wealth of management and board leadership experience as Board Chair for The Brenda Strafford Foundation. We are fortunate to benefit from his guidance on the Board of Directors, and look forward to his continued contributions serving The Foundation in his new role as Board Chair.

As a member of the Strafford family, Clayton is passionate about continuing the legacy of his late father-in-law, Dr. Barrie Strafford, and ensuring that The Foundation remains guided by the long-standing philosophy: 'The preservation of dignity and the pursuit of happiness.'

On behalf of The Brenda Strafford Foundation, I extend my gratitude to all of our staff, residents, families, clients, volunteers, board members, and community partners. By working together, we will continue to face the uncertain times ahead 'BSF Strong!' and continue to achieve many great accomplishments to advance our mission to provide high quality, person-centred care and services to optimize well-being and enrich people's lives.

Mike Conroy
Presisdent and CEO

Message from the Strafford Family

The Brenda Strafford Foundation is grateful for the continued support of the Strafford family.

Although Dr. Strafford is dearly missed, the ongoing contributions of the Strafford family members continue to strengthen his legacy, in the memory of Brenda Strafford, through the ongoing work of The Brenda Strafford Foundation.

This year sees another new era for The Brenda Strafford Foundation, and our family, as Norma Jackson has retired from the Board of Directors, and Clayton Sissons (husband of Roxanne Sissons) was appointed as the incoming Board Chair.

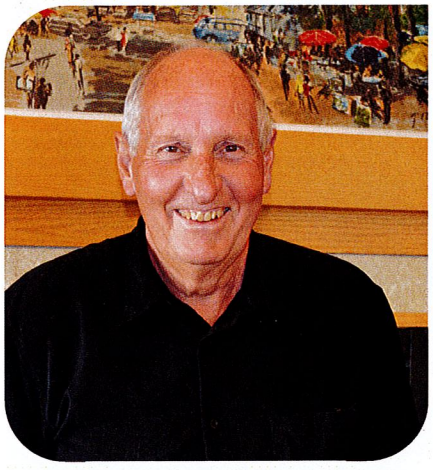
Our family is grateful for both the leadership and friendship of Norma, who has served as The Foundation's Board Chair since 2016. Norma has led The Foundation through a period of great transition after the passing of our late father Dr. Barrie Strafford.

Now, as Clayton takes on the role of Board Chair, we take great pride in knowing that although The Foundation will continue to grow and evolve, as it has always done, as Board Chair Clayton will continue to honour his father-in-law's Philosophy: The preservation of dignity and the pursuit of happiness.

We also extend our appreciation to Mike Conroy, President and CEO, who continues to lead The Foundation with an unwavering commitment to this Philosophy, and also to the dedicated Board of Directors for their guidance and governance of The Foundation.

Our father always believed The Brenda Strafford Foundation's greatest asset was its people. We also know this to be true. Once again, we have seen this proven through the dedication and courage we have witnessed from The Foundation's devoted employees during the current COVID-19 response. We extend our sincere thanks to all those working throughout The Brenda Strafford Foundation for your ongoing commitment to The Foundation and its residents and families during these challenging times.

Thanks to the hard work of all its employees and the support of the community, the legacy of our father and mother remain strong through the ongoing work of The Brenda Strafford Foundation.



Miles Strafford

Roxanne Sissons

Lisa Strafford

Our Founding Purpose

Brenda Strafford

1931-1974

Dr. Barrie I. Strafford

1928-2016

Barrie and Brenda Strafford

1949

The Brenda Strafford Foundation Established August 15, 1975

The Brenda Strafford Foundation is a registered Canadian charity established in 1975 by Dr. Barrie I. Strafford in memory of his late wife, Brenda, who tragically passed away in 1974 in a car accident. The organization was founded out of compassion, under the guiding principle to cater to humanity, creating a legacy in Brenda's name that would perpetuate her desire to give back to the community in a meaningful way.

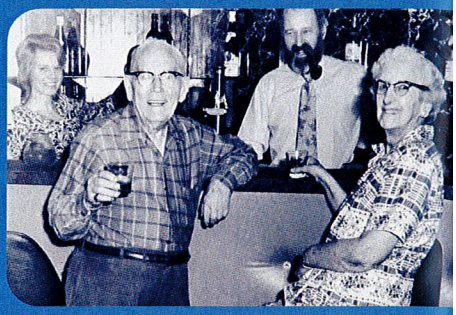
From innovation in seniors care, to championing research and education, to providing housing and support for women and families fleeing domestic abuse and families at risk of homelessness, to healthcare in the West Indies. The Brenda Strafford Foundation has a proud history of serving seniors and those in need since 1975.

The Foundation continues to be guided by the philosophy:

The Preservation of Dignity and the Pursuit of Happiness

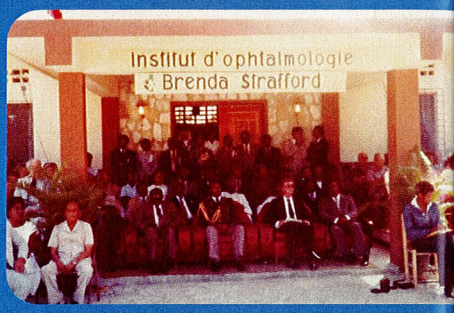
History of The Brenda Strafford Foundation

Serving Seniors and Those In Need Since 1975



1975 - The Brenda Strafford Foundation was established as a registered Canadian charity, operating Riverview Nursing Home in Medicine Hat, and Bow View Nursing Home in Calgary. In 1982, Riverview Nursing Home was sold and the proceeds were used to benefit The Brenda Strafford Foundation's charitable endeavors. Bow View Nursing Home (owned by Dr. Strafford since 1967), now known as Bow View Manor, became The Foundation's base in Calgary.

Diversifying Into International Healthcare



1983 - The Brenda Strafford Foundation established its first international charitable healthcare program, The Institut Brenda Strafford, in Haiti. The Foundation has since expanded to include healthcare services in Jamaica and Dominica.

Research on Aging at the University Of Calgary

1987 - The Brenda Strafford Chair in Geriatric Medicine was established at the University of Calgary. The Brenda Strafford Foundation's support of research on aging at the university now also includes The Brenda Strafford Chair in Alzheimer Research (1997) and The Brenda Strafford Centre on Aging (2011).

Championing the Prevention of Domestic Violence

1996 - The Brenda Strafford Society for the Prevention of Domestic Violence was founded and opened The Brenda Strafford Centre, initially a second-stage shelter for women and children leaving emergency shelters. In 2010, The Centre relocated and expanded to also include progressive housing to further support women and children impacted by domestic violence.

The Brenda Strafford Chair in the Prevention of Domestic Violence (2007) supports research at the University of Calgary.

Expanding Seniors Care Operations

1996 and beyond - From its base at Bow View Manor, The Brenda Strafford Foundation has continued to expand its seniors care operations to now also own and operate Wentworth Manor (1996), Clifton Manor (2010), and Tudor Manor (2012). In 2017, The Foundation announced Cambridge Manor and construction on The Foundation's newest site broke ground in 2018, scheduled to open in 2020.

Seniors Care Overview

At The Brenda Strafford Foundation, we take pride in providing a safe, caring and comfortable home that caters to the complex needs of our senior residents and families. In addition to exceptional nursing and clinical care, we provide a full range of health and wellness services and amenities designed for convenience and peace of mind for our residents and families.

Bow View Manor
4628 Montgomery Boulevard NW
Calgary, AB
Phone: 403.288.4446

The Brenda Strafford Foundation Bow View Manor

Cambridge Manor
253 Smith Street NW
Calgary, AB
Phone: 587.391.3500

The Brenda Strafford Foundation Cambridge Manor

Clifton Manor
4726 8 Avenue SE
Calgary, AB
Phone: 403.272.9831

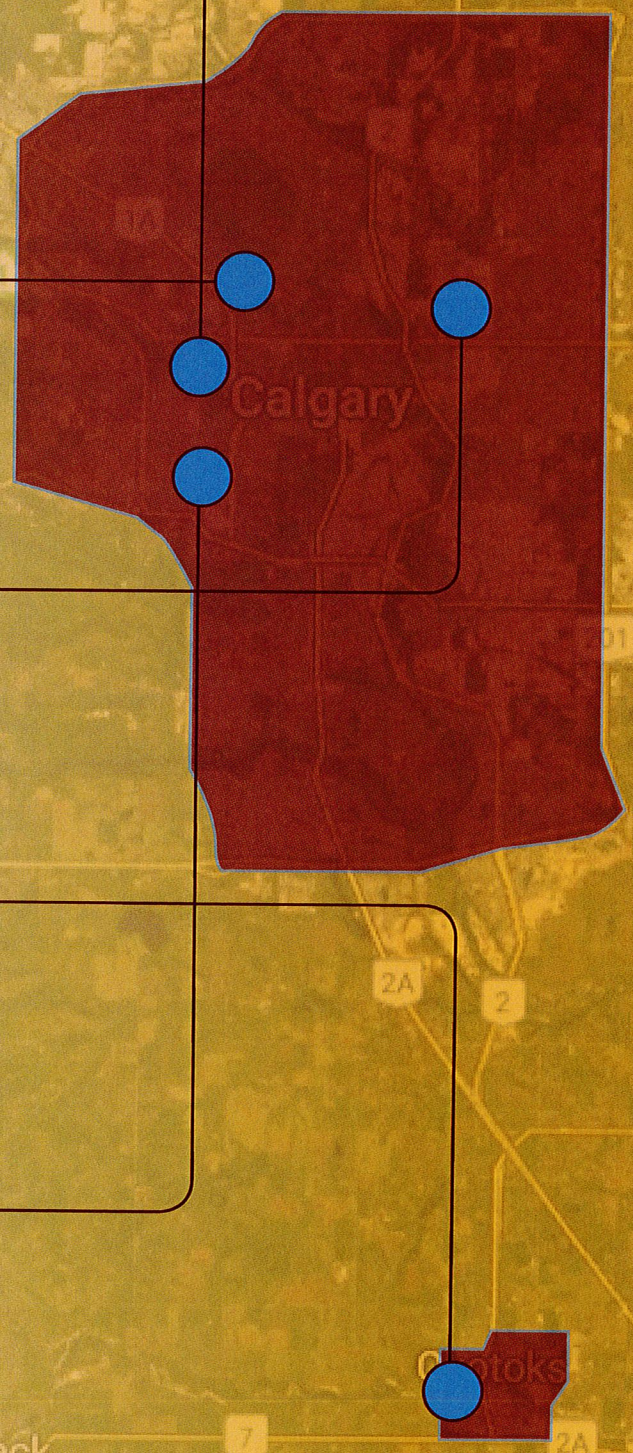
The Brenda Strafford Foundation Clifton Manor

Tudor Manor
200 Sandstone Drive
Okotoks, AB
Phone: 403.995.9540

The Brenda Strafford Foundation Tudor Manor

Wentworth Manor
5717 14 Avenue SW
Calgary, AB
Phone: 403.242.5005

The Brenda Strafford Foundation Wentworth Manor



Goal 1: Achieve excellence in quality of care and living

We will enhance services and programs that optimize the well-being of our residents, with emphasis on continuous quality improvement, safety and innovative approaches to care.

Falls Prevention and Management Pilot Program

Opportunity for Improvement

In 2017, The Foundation introduced a falls prevention program that initially saw successful results, but these results were unfortunately not sustained. Upon seeing the numbers of falls increasing again, The Foundation renewed its focus on this opportunity for improvement.

Action

A pilot project was launched at Tudor Manor to focus on falls prevention. An interdisciplinary team including the Administrator, Program Manager, LPN, HCA, Physiotherapist, Pharmacist, Dietician, Therapeutic Recreation plus The Foundation's Chief Operating Officer and Quality Improvement Manager was formed to incorporate a diverse range of expertise and perspectives.

Actions taken included:

- Audit of existing practice at Tudor Manor against BSF policy.
- Literature search.
- Review of best practice guidelines on falls prevention and management.
- Review of BSF and Tudor Manor practices against the guidelines to identify gaps and opportunities for improvement.

Tudor Manor trialled and implemented 18 new or revised interventions which were recommended for spread and scale throughout The Foundation.

Some highlights include:

- Environmental assessments completed by HCAs when a new resident moves in including recommended Room Set-Up Guidelines for Falls Prevention as an educational tool for residents/families on move in to start the conversation on falls prevention early.
- Pharmacists complete the FRAX Fracture Risk Assessment tool in conjunction with resident care conferences to help identify clinical indicators for those at high risk for fracture and provide pharmacological recommendations to physician based on evidence based guidelines.
- Involvement of Therapeutic Recreation team to support walking, mobility and strength programs.
- Changes to the physical environment to remove hazards including fixing the large lip at the transition between hardwood and carpets and installing touch lights in the closets of residents who independently dress themselves (as the closet door was blocking light when open creating a fall risk).
- Simplified documentation to avoid duplication of charting and more efficient and effective practices.

'Rhythms of Life' Drum Circle

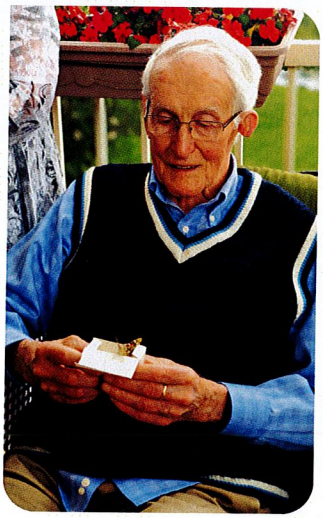
Due to the resounding success and popularity of the Drum Circles initially introduced at Clifton Manor, in 2019 The Foundation expanded our BSF 'Rhythms of Life' Drum Circle program to integrate therapeutic Integrated Community Drum Circles at all Manors.

In February 2020, representatives from across The Foundation's various sites and departments came together to share in a weekend of learning and development by taking part in an Integrated Community Drum Circle Training.

"I feel like I have joined a 'family' where I connect with people who although they do not know me understand me because as humans we are all basically looking for the same things a drum circle provides: acceptance, love, community, friendship, fun, compassion, understanding and hope. The process of the drum circle is very emotional and the emotions that we feel are individual for each of us. I think the Drum Circle has a lot of potential for healing and is very therapeutic."

Release of the Butterfly

In August 2019, The Foundation's Palliative Care Committee introduced the inaugural Release of the Butterfly ceremony. An event held simultaneously across all Manors included residents, families and staff coming together to acknowledge and share in grief, while commemorating the lives of those who had passed away.



Goal 2: Increase resident, family and community engagement

The BSF Way

We will deepen the level of engagement and collaboration with all of our partners, including residents and families, with a focus on our approach to person-centred care and services and enhancing partnerships in the community.

The BSF Way: Our Person-Centred Approach to Optimizing Well-being and Enriching Lives

Putting people first is a core value at The Brenda Strafford Foundation. We strongly believe in a person-centred approach to our care, services and environment. To ensure that our key principles and commitments come to life in meaningful ways, we are developing and implementing work plans across many areas of focus to support The BSF Way.

Areas of focus include:

- **Staff Development - supporting our frontline teams to deliver person-centred care and services.**
- **Leadership Development - supporting our emerging and senior leaders to facilitate the delivery of person-centred care and services.**
- **Culture Change - to support, reinforce and embed 'The BSF Way' and our person-centred approach to care and services into our way of life and the way we do things throughout The Foundation.**
- **Programmatic Approach to Care and Services - to support the delivery of care and services to specialized populations commencing with an initial focus on Dementia Care.**
- **Process Improvement Teams (PIT) - to engage interdisciplinary frontline teams in ongoing quality improvement and process improvement practices to better support the delivery of person-centred care and services.**

Improving person-centred processes to support The BSF Way

The Foundation has successfully expanded the PIT team model throughout The Foundation with the formation of teams at all Manors dedicated to improving processes in areas such as mealtime experiences, rehabilitation and restorative care, and creating stimulating physical environments.

As the dining experience continues to be an area of significant importance for residents, when PIT teams commenced at Clifton Manor and Wentworth Manor both new PIT teams also focussed their process improvement efforts on enhancing the dining experience. Some of key changes implemented included introduction of breakfasts buffets, soup bars, decorating the dining rooms to be more home-like, eliminating medication delivery in dining rooms and enlarging menu sizes.

At Tudor Manor, the PIT team focussed on a new project with the goal of creating more stimulating physical environments in the secure dementia care neighbourhood. Engagement with residents, families, and staff led to enhancements such as murals and personalized doors to residents' suites making the hallways more vibrant, plus activity boxes with sensory materials to create a more stimulating environment.

The Bow View Manor PIT team focussed on their rehabilitation and restorative care referral process to increase administrative efficiencies and release time to care.

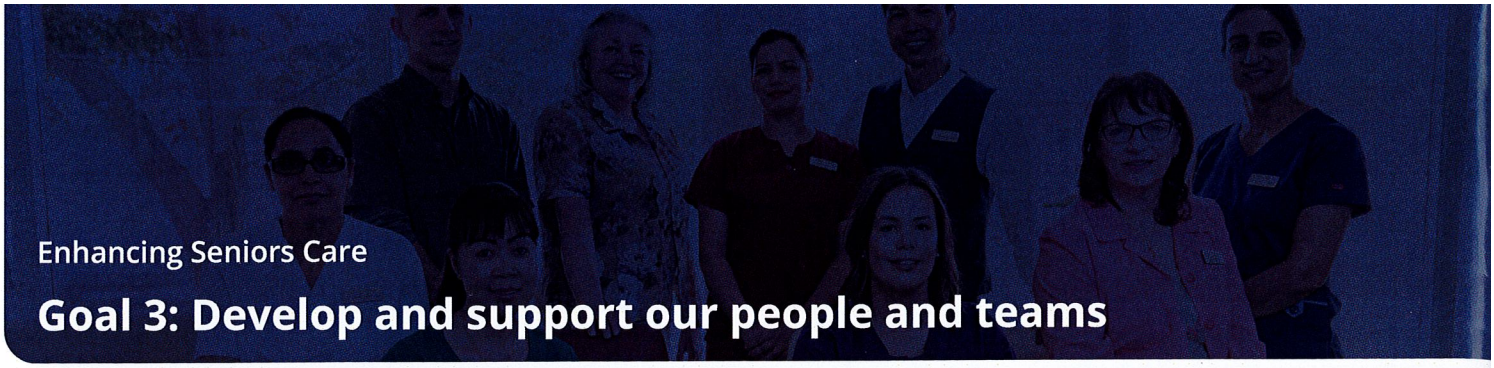
Clifton Manor residents and staff with Jack James High School students in attendance to celebrate the Clifton House ground-breaking event. Future plans for the Clifton Village concept include a high school classroom dedicated to intergenerational programming to enhance opportunities for resident and student relationships within the community.
(Read more on page 20)

Elder Friendly Community

Using our learnings from Dementia Friendly Communities, The Foundation is developing a plan to lead an expanded "Elder Friendly Communities" project. Community consultation and engagement will identify the community's local needs to better support seniors to age-in-place in the community surrounding Clifton Manor as the initial focus in SE Calgary, in coordination with The Foundation's newest construction project Clifton House and long range plans for the vision of Clifton Village.

The objectives are to:

- Understand current community capacity and supports
- Identify service and support gaps within the community
- Build community capacity and integrate services and supports within the community
- Promote strategies that address the social determinants of health
- Embrace health promotion and prevention models of service delivery



Enhancing Seniors Care

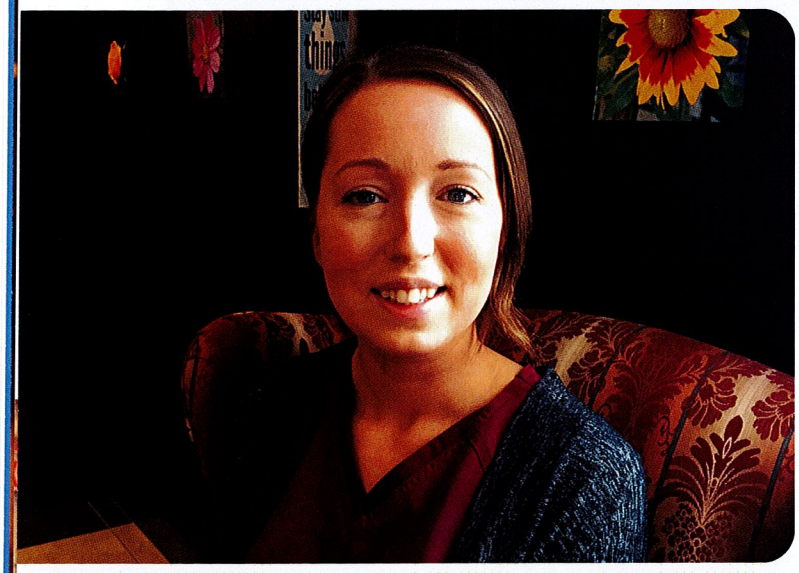
Goal 3: Develop and support our people and teams

We remain committed to supporting and engaging our people through continuous learning, education and professional development to enhance quality of care, support a culture of person-centered care and ensure services reflect our values.

Employee Education Reimbursement Fund

People are at the centre of everything we do. We are committed to those we serve, and we recognize that our people are essential to our success. The Foundation is committed to supporting the development of our people, and one way in which The Foundation confirms this commitment is through the Employee Education Reimbursement Fund.

In 2019-20, $45,300.00 was awarded to 19 recipients throughout The Foundation to support our employees continued growth and development as they work towards their career aspirations.



Ashley Canning

Employee Since: 2017

Current Role: Clinical Administrative Support / Health Care Aide at Tudor Manor

Academic Institution: Bow Valley College

Program: Hospital Unit Clerk

Ashley has been working at Tudor Manor for over 3 years, dividing her duties between Health Care Aide and Clinical Administrative Support. Ashley is responsible for many different tasks within both of her roles, but at the heart of everything she does is her compassion! The Foundation is pleased to support Ashley achieve her career aspirations through this program.

Edward Gimenez

Employee Since: 2006

Current Role: Director of Nursing at Wentworth Manor

Academic Institution: University of Calgary

Program: Master's of Nursing

Edward has been a longstanding employee of The Foundation for more than 13 years. Edward started his career as Health Care Aide and progressed to become a Registered Nurse and a RN Team Leader at Wentworth Manor, before later becoming a Program Manager at Bow View Manor. Edward is currently the Director of Nursing at Wentworth Manor. He continues his academic pursuits and is presently working towards a Master's of Nursing at University of Calgary. The Foundation is pleased to support Edward in his academic and career aspirations.

Bow View Manor participants of the Leadership Development Program

The BSF Way

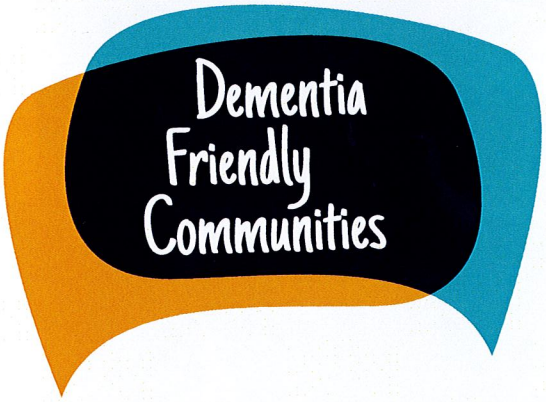
Leadership Development Program

Leadership is one of the core values at The Brenda Strafford Foundation. We strongly believe in a person-centred approach to our care and services, and understand that our frontline leaders play a critical role in shaping 'the way we do things,' directly influencing the quality of care and services we provide for our residents and families.

In 2019, The Foundation continued to expand upon our Leadership Development program as part of our journey to instill 'The BSF Way' and reinforce our person-centred approach to care and services in our frontline leaders. In partnership with Conestoga College, The Foundation has developed a customized curriculum 'Leadership Fundamentals for Continuing Care' aimed at enhancing our frontline leadership. This customized supervisor training program is specifically designed to promote fundamental leadership skills to support our supervisors, department managers and other aspiring leaders, in alignment with our Mission, Vision, Values and 'The BSF Way.'

Goal 4: Diversify and expand services to better meet changing community needs

We will continue to identify and expand services that will better serve the needs of the community, including supporting people to stay in their homes as long as possible, as we seek new ways to share our expertise and build capacity in the communities where we operate.



A Guide to Creating Dementia Friendly Communities in Alberta

With funding support from the Government of Alberta, Alberta Innovates and Alberta Health Services, The Brenda Strafford Foundation has created 'A Guide to Create Dementia Friendly Communities in Alberta.'

The resource provides localized information and best practices that individuals, businesses and civil society organizations can use to ensure their communities are dementia friendly.

By educating and engaging the public, Dementia Friendly Community initiatives encourage the creation of local supports, remove barriers and reduce stigmas associated with dementia. The 'Guide to Creating Dementia Friendly Communities in Alberta' will enable more communities throughout the province to launch initiatives that help those impacted by dementia to remain supported in their homes and communities.

The guide and other useful resources are available online at: www.dementiafriendlyalberta.ca

On September 20, 2019, The Brenda Strafford Foundation gathered at the Calgary Public Library, along with our provincial funding partners, community partners, and other members of the community to launch 'A Guide to Creating Dementia Friendly Communities in Alberta.'

This guide is the culmination of a two-and-a-half-year pilot project in Alberta led by The Brenda Strafford Foundation.

Working in partnership with local members of the pilot communities, education and training opportunities have been offered to help first responders, local businesses, and organizations better understand, recognize and respond to signs of dementia to better support the needs of those they serve. Schools are exploring ways to educate students throughout the curriculum and create intergenerational opportunities to engage with seniors in the community. Faith centres, community associations, and many other non-profit and public service organizations are ensuring supports and resources are mobilized and accessible in the community.

The Brenda Strafford Foundation have documented their journey, and their lessons learned along the way, to create this guide as a locally sensitive, evidence-based approach for the development of Dementia Friendly Communities throughout the province.

For more information about The Brenda Strafford Foundation's Dementia Friendly Communities pilot project or 'A Guide for Creating Dementia Friendly Communities in Alberta' please contact: dfc@theBSF.ca

"The Brenda Strafford Foundation is grateful for the opportunity to lead this exciting and impactful initiative that will benefit so many people, in so many communities. Together, we must find innovative and community-focused solutions to ensure we support the needs of those impacted by dementia. Everyone has a role in helping find these solutions."

- Mike Conroy, President and CEO, The Brenda Strafford Foundation

onorable Josephine Pon, Minister of Seniors and Housing, joined The Brenda Strafford Foundation along with funding partners from berta Innovates and Alberta Health Services to celebrate the launch of the new guide to help communities address dementia.

What do our provincial funding partners say about the impact of this work:

"Dementia Friendly Communities help seniors and others living with dementia to stay active and connected to the hamlets, towns and cities they call home. This guide will have a long-lasting impact on Albertans with dementia, their caregivers and the broader community."

- Josephine Pon, Minister of Seniors and Housing

"As our population continues to age, it's even more important to have resources to help families, caregivers and healthcare professionals better support and understand the challenges those living with dementia may have. AHS is a proud partner in this work, and this just continues to prove we can always provide more to support Albertans."

- Dr. Jim Silvius, Provincial Medical Director, Seniors Health, Alberta Health Services

"Alberta Innovates (AI) is pleased to play a partnering role in supporting the Dementia Friendly Communities project. Healthy seniors create healthy and vibrant communities. AI's key investment not only benefits those with dementia, but also their families, caregivers, and communities around Alberta."

- Brenda Kenny, Chair of the Board of Directors, Alberta Innovates

Alberta Health Services

ALBERTA INNOVATES

Alberta

Building A New Vision For Seniors Care And Living

Trish McKinley (resident), Naila Tabassum (Health Care Aide), Glenn McKinley (family member), Mike Conroy (president and CEO), Norma Jackson (Board Chair), Brenda Huband (Alberta Health Services), Deputy Mayor Jeff Davison, Leo Escandor (Administrator).

The Brenda Strafford Foundation Clifton House

On February 28, The Brenda Strafford Foundation broke ground on the construction of Clifton House.

The addition of Clifton House is a milestone step by The Brenda Strafford Foundation towards realizing the expansion of Clifton Village, an integrated campus of care and wellness for seniors in the greater Forest Lawn community. Clifton Village will encompass both the new Clifton House, and the future redevelopment of the existing Clifton Manor.

The Brenda Strafford Foundation and their employees, residents and families of Clifton Manor were joined by local community leaders and members to celebrate this milestone ground-breaking event for the new Clifton House. Students from neighbouring Jack James High School were present to turn soil on the new site, where they will continue to join in life-enriching and purposeful intergenerational programming with senior residents including art therapy, horticulture and more.

The existing Clifton Manor Long Term Care community is an established fixture in the local neighbourhood, previously known as the Forest Grove Care Centre, originally built in 1972. It was acquired by The Brenda Strafford Foundation in 2010.

Upon opening of the new Clifton House in 2022, residents of Clifton Manor will relocate to their new home across the street. Clifton House will offer Supportive Living and Long Term Care services to better support residents to 'age in place' as their care needs may change in time. Clifton House will also become the new home for Clifton Manor's KINDD Program supporting residents with a developmental disability living in continuing care. The Adult Day Program, providing respite and support to clients living in the community, will relocate to the new Clifton House.

Long-range plans include the eventual redevelopment of the existing Clifton Manor site to include affordable housing for independent seniors, a vibrant seniors centre to support people staying in their homes in the community, a high school classroom dedicated to intergenerational programming, and a children's day care enhance a lively and inclusive environment for all ages.

"With every new project, we strive to break from the past and create something that not only enhances the care and quality of life of those that reside in our building, but also makes a broader contribution to seniors care and living, well beyond the walls of our communities. We believe that Clifton Village will have this kind of impact."

- Mike Conroy, President and CEO,
The Brenda Strafford Foundation

The Brenda Strafford Foundation Cambridge Manor

Cambridge Manor first broke ground in 2018, and construction continued throughout 2019-20 on this two-and-a-half-year development project that welcomed its first Long Term Care residents in July 2020. Cambridge Manor will be open for Private Choice Independent, Assisted Living and Enhanced Care (Private Long Term Care) residents to move-in from September 2020. Located in NW Calgary's newest urban community University District, Cambridge Manor has an enhanced focus on research, education and innovation in close collaboration with the University of Calgary.

Goal 5: Enhance innovation through research, best practices and investments in technology and infrastructure

We will continue to engage with industry partners to support the advancement of research and evidence-based practices, and to explore and adopt new technologies that enhance care, safety, the physical environment and quality of life.

Using eMAR to Enhance Medication Safety and Improve Efficiency in Long-Term Care

Congratulations to Liping Fei, MDS Manager, Andrea MacNeil, Quality Improvement Manager, and Jenny Robinson, Chief Operating Officer, who published a paper in the Canadian Journal of Nursing Leadership in the June 2019 edition with a special focus on Nursing and Digital Health.

Abstract

The electronic medication administration record (eMAR) has been used in hospitals and acute care facilities in Canada for over a decade. Unfortunately, the Canadian continuing care sector has been slow to adopt eMAR usage.

Medication delivery in long-term care has traditionally been through paper-based orders and manual documentation in the paper medication administration record. The effectiveness of this manual system as it relates to medication incidents, patient safety and nursing efficiency is not well understood because most of the information is based on anecdotal evidence.

Peer-reviewed scientific literature supports the premise that the eMAR, compared to the MAR, is more efficient, significantly reduces medication incidents, promotes patient safety and improves workflow efficiency.

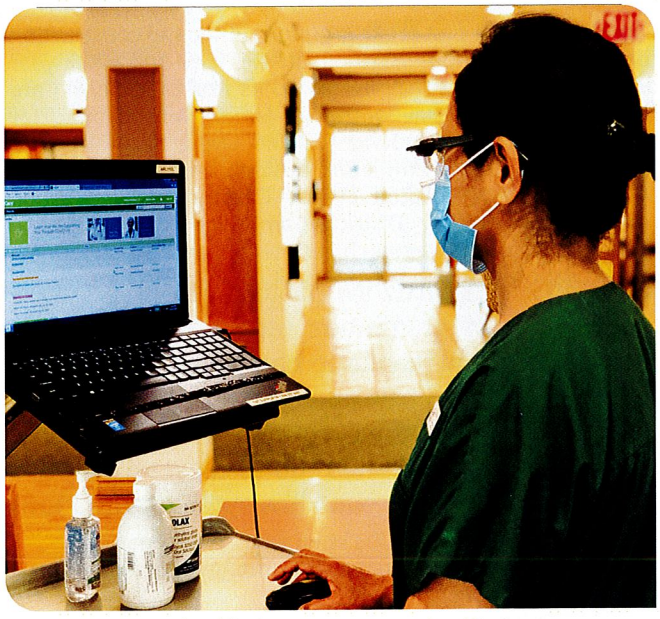
In April 2016, The Brenda Strafford Foundation committed to implementing the eMAR at each of our three long-term care facilities to improve medication delivery, reducing and eliminating medication incidents and evaluating the benefits of the electronic system. Under the direction of the clinical team, including nurses, physicians, pharmacists, and the software provider/vendor, an electronic system was developed and new processes for medication delivery were instituted within eight months of starting the project.

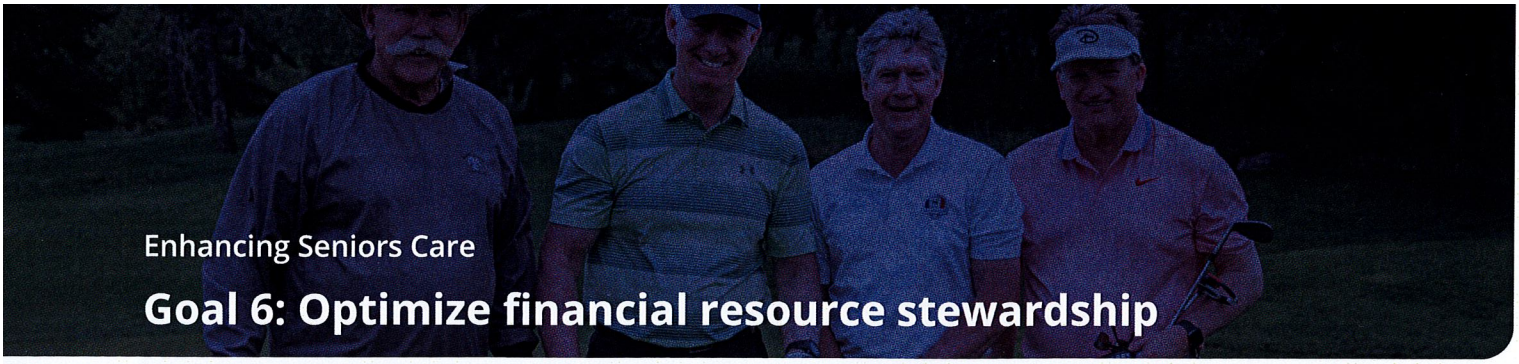
Since the past year, the evaluation of the eMAR at The Brenda Strafford Foundation demonstrated a reduction in medication delivery time allowing for more time for direct care and a decrease in medication incidents, which directly affects resident health and safety. Nursing and the Health Care Aides trained in medication management were surveyed and indicated that the eMAR provides a holistic view of the resident and provides important information readily available to improve the quality of resident care.

Research and Innovation Projects In Progress

The Brenda Strafford Foundation partners with academic institutions and clinical researchers across Canada to facilitate external research within our Manors. Some examples of integrated clinical research studies that we participated in at our Manors during 2019-20 include:

- **Preferences for Robots for Seniors in Healthcare Settings (Nicole Wilke). Location: Wentworth Manor. BSF Research Theme: Optimizing Technology, Design and Service Systems.**
- **Improving End of Life Care in Long Term Care Physician Experiences and Perspectives (Dr. Jayna Holdroyd-Leduc). Location: All BSF LTC. BSF Research Theme: Resident and Family Centred Care.**
- **Improving Acute Care for Long Term Care Residents (Dr. Vivian Ewa, Dr. Mary Jane Shankel, Dr. Jayna Holroyd-Leduc). Location: Bow View Manor. BSF Research Theme: Transitions in Care for Older Adults.**
- **Depression Screening in Long Term Care (Dr. Zahra Goodarzi). Location: Bow View Manor. BSF Research Theme: Enhance Dementia Care.**
- **Resident and Family Satisfaction Study (Dr. Annette Lane). Location: All BSF Sites. BSF Research Theme: Resident and Family Centred Care.**





Enhancing Seniors Care

Goal 6: Optimize financial resource stewardship

We value our charitable status and will continue to support charitable endeavours, while developing methods to optimize operations, maximize resources and pursue new revenue sources including growing the culture of philanthropy in The Foundation.

The Brenda Strafford Foundation 2019 Golf Classic Presented By Clark Builders

On May 30, 2019 over 100 golfers hit the links at the Winston Golf Club in support of the Foundation's 4th Annual Golf Classic.

Thanks to the generosity of our sponsors, donors, players and volunteers, together we successfully raised over $90,000 to support our 'Going Places' bus campaign. The Brenda Strafford Foundation is raising money for accessible buses to facilitate recreational outings in the local community... Going places that create life-enriching experiences and enable our senior residents to live life to the fullest.

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Eggsolutions-Vanderpols Inc

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Tobias Crichton Studios

Universal Workwear

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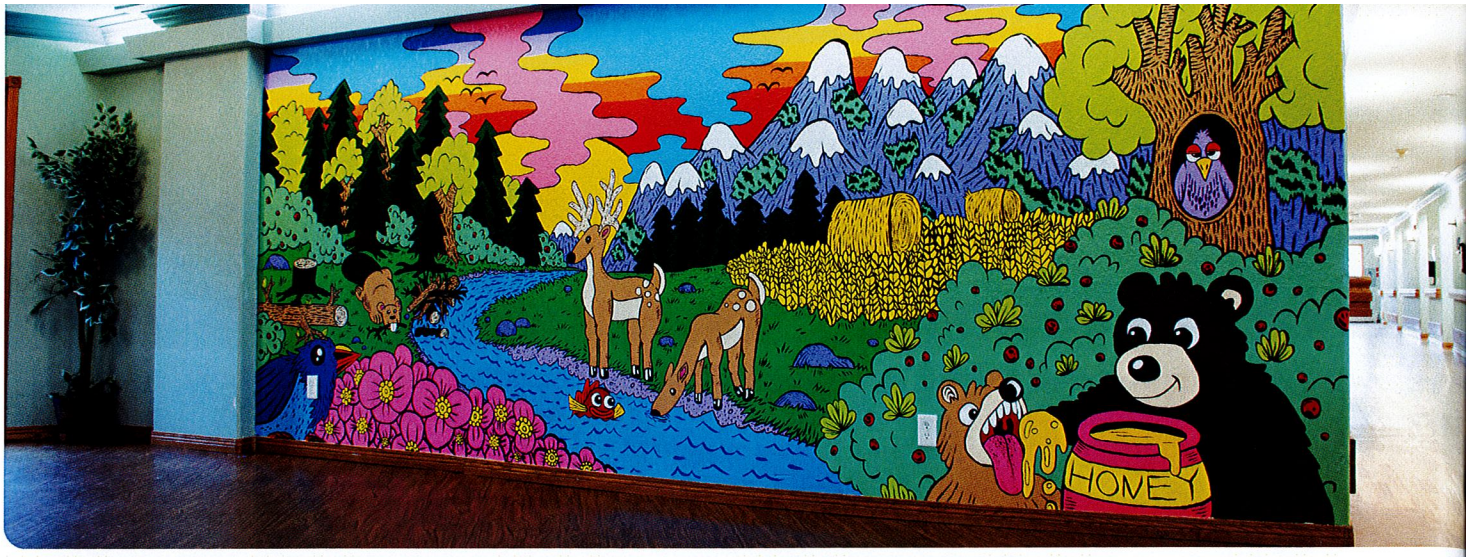
Mulvey & Banani International

Rosewood College



Art for Everyone

Creating a vibrant neighbourhood, indoors

Creating homey spaces is important for people living in hospitals and long-term care facilities. Too often, common spaces tend to be clinical looking, generic and impersonal. For many, especially those living with dementia in secured units, these areas become the neighbourhoods where they can engage in camaraderie and enjoy a sense of place.

The Brenda Strafford Foundation brought placemaking techniques into their dementia care neighbourhoods to see if residents would reap the rewards of feeling more connected to a place by playing a key role in its design. Thinking of the therapeutic value and joy of art, they began a participatory mural project for lounges in two of their facilities.

The project connected local artists with residents and their families, as well as staff and the wider community members to discuss potential ideas. The artists then developed concepts, invited feedback, and led communal painting exercises that have already resulted in three large-scale murals. The first mural is a playful nature scene featuring mountains and wildlife – a familiar landscape for Calgarians.

Story courtesy of the Calgary Foundation "20 Year, 20 Stories" Neighbour Grants Program Impact Report.

CALGARY FOUNDATION
FOR COMMUNITY, FOREVER

Music and Memory

In 2019, The Brenda Strafford Foundation was awarded a grant by the Calgary Foundation to offer a Music and Memory program to our residents living with dementia.

Music and Memory is a certified program that trains and helps implement personalized music to help improve the quality of life for those in care. There is growing evidence that a personalized music program gives professionals one more tool in their effort to reduce reliance on antipsychotic medications. Ongoing research and evaluation of Music and Memory in care organizations shows consistent results:

- **Participants are happier and more social**
- **Relationships among staff, participants and family deepen**
- **Everyone benefits from a calmer, more supportive social environment**

Since receiving our grant, a team of volunteers, staff, residents and families have been working together to implement this program for the people that need it the most. Creating personalized playlists, through consultation with residents and their families, we have been able to offer this program to over 120 residents across our Manors. Each participant has been given their own MP3 player, loaded with this playlist to listen to whenever they would like.

Do you have a special wish? A dream or a goal that you have always wanted to do or pursue?

The Pursuit of a Lifetime program is designed to inspire residents throughout The Brenda Strafford Foundation to live life to the fullest, and to continue dreaming and pursuing their passions.

PURSUIT OF A LIFETIME

How to Apply

Wishes can be submitted online at theBSF.ca or by paper copy (found at reception). Any resident can apply, and we encourage anyone to submit an application on behalf of a deserving resident. Applications can be submitted all year round, but will be reviewed twice annually in March and October (get your application in before February 28 or September 30).

Renewing and celebrating passions

Visiting a special destination

How to Support Pursuit of a Lifetime

Generous donors to The Brenda Strafford Foundation have provided funding to grant wishes to our residents. For information on how you can dontate to support this program, please visit thebsf.ca

Fulfillment of Wishes

The Pursuit of a Lifetime Selection Committee will review all applications twice annually, and help to make wishes come true. All applicants will be notified directly (after the March or October review process) if their wish has been selected.

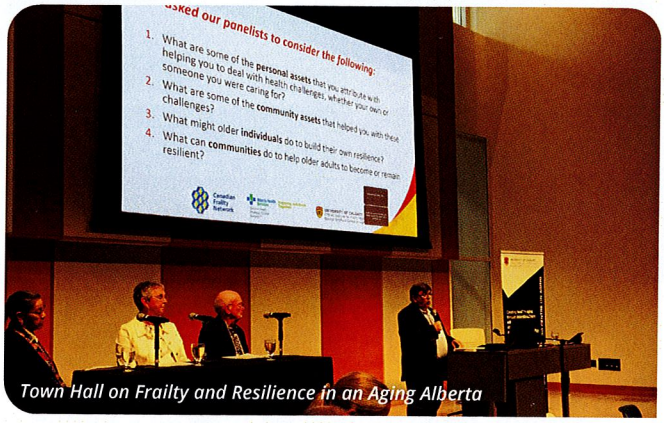
Fulfilling lifelong dreams

The Brenda Strafford Foundation

The Preservation of Dignity and The Pursuit of Happiness

Research at the University of Calgary

The Brenda Strafford Centre on Aging



Town Hall on Frailty and Resilience in an Aging Alberta

The Centre on Aging was launched in 2011 through a generous donation by The Brenda Strafford Foundation. Since July 1, 2016, the O'Brien Institute for Public Health has served as the administrative host to the Centre. This has strengthened the efforts of the Centre to promote and support interdisciplinary aging research and education in Kinesiology, Medicine, Nursing, Social Work and other University faculties.

As we enter our fourth year as an entity within the O'Brien Institute for Public Health, we are pleased that several of our priority areas align with both O'Brien and wider university interests. These include a focus on the aging experiences of traditionally marginalized populations, such as Indigenous people, as well as considering how the "One Health" initiative, which looks at how people, animals and the environment interact, is relevant to our health and well-being later in life. We also continue to actively lead, support, and promote the Canadian Longitudinal Study on Aging. In all our activities, we look for opportunities to celebrate the resilience and value of older adults to counterbalance an emphasis on frailty and deficits.

2019-20 Highlights:

- **Leading the Age-Friendly University Initiative at UCalgary**
- **Continuation of Our Age-Friendly Calgary Partnership**
- **Funding support for a doctoral student project to prepare a report on Indigenous Perspectives on Aging in Southern Alberta**
- **Hosting a Town Hall on Frailty and Resilience in an Aging Alberta in partnership with the Canadian Frailty Network and Alberta Health Services**

2019 Barrie I. Strafford Scholarships in Interdisciplinary Aging Research:

- **Master's recipient: Chantai Michelle Minet (Supervisor: Dr. Karlee Fellner, Werklund School of Education): "Will Yukon First Nations Culture Continue to Survive: A Response to the Truth & Reconciliation Commission"**
- **Doctoral recipient: Danielle Elizabeth Wein Whittier (Supervisor: Dr. Steven Boyd, McCaig Institute for Bone and Joint Health): "Prediction of fragility fractures at the hip using HR-pQCT as a novel tool for diagnosis of osteoporosis"**

The Brenda Strafford Foundation Chair in Geriatric Medicine

Established: 1987

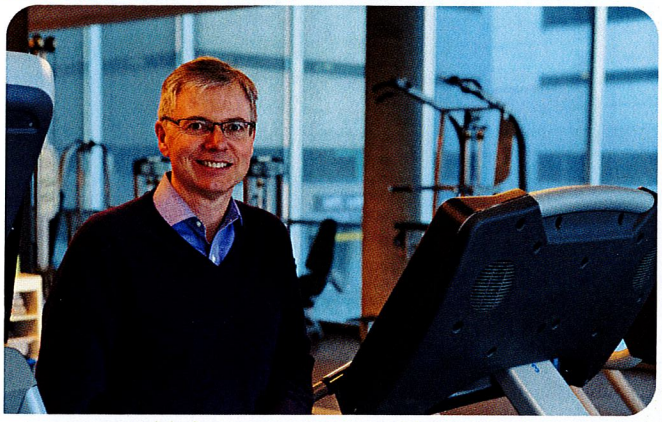
Held by: Dr. Jayna Holroyd-Leduc (since 2017) Professor, Cumming School of Medicine

2019-20 Highlights:

- **Exploring barriers and facilitators to optimal supportive end-of-life palliative care in long-term care facilities (Canadian Frailty Network)**
- **Improving the acute care for older adults living within long-term care in partnership with Alberta Health Services Emergency and Seniors Health Strategic Clinical Networks (Partnership for Research and Innovation in the Health System)**

Over the past academic year, the BSF Chair in Geriatric Medicine has helped to support 3 undergraduate summer students, 3 graduate students (2 MSc; 1 PhD), a postgraduate (PhD) fellow, and 2 junior geriatrician researchers. The resulting research has focused on improving care to older adults with frailty, dementia, mental health concerns and/or complex chronic comorbidities.

The Brenda Strafford Foundation Chair in Alzheimer's Research



Established: 1997

Held by: Marc Poulin, PhD (since 2013) Professor, Faculty of Kinesiology and Cumming School of Medicine

2019-20 Highlights:

- **Aerobic exercise improves cognition and cerebrovascular regulation in older adults**
- **Association of sleep spindle characteristics with executive functioning in healthy sedentary middle-aged and older adults**
- **Natural Sciences and Engineering Research Council of Canada (NSERC) Brain Create Neurotechnology Training Program**
- **Effects of a Virtual Reality Exercise Program on Sleep Quality in Assisted Living Residents**

In January 2020, postdoctoral fellow Renata Krüger was awarded a Mitacs Elevate Postdoctoral Fellowship Program grant to study the effects of a virtual reality exercise program on sleep quality in Assisted Living residents. The Brenda Strafford Foundation is the partner organization in this study, with participation at The Foundation's Supportive Living sites at Tudor Manor and Wentworth Manor.

Older adults are the largest growing segment of the Canadian population. Almost 40% of men and 59% of women aged 65 to 79 years experience sleep disturbances. Non-pharmacological interventions, such as educational programs and exercise, can improve quality of life of older individuals by enhancing sleep quality. Although strong evidence suggests that virtual reality (VR) programs are effective for improving mood, memory, and cognitive performance, little is known about the effect of VR exercises on sleep quality. This project aims to (i) understand the association between sleep quality, quality of life, cognitive performance, and function capacity in assisted living residents and (ii) quantify the effects of a VR exercise program on the treatment of sleep disorders. The expected benefits of this project to the partner organization are the increase in quality of life of assisted living residents and the decrease in operational costs associated with sleep medication and staffing. For instance, a previous study has shown that a non-pharmacological intervention was efficient in decreasing by 29% the costs of sedative prescriptions.

The Brenda Strafford Chair in the Prevention of Domestic Violence

Established: 2007

Held by: Lana Wells (since 2010) Associate Professor, Faculty of Social Work

SHIFT: The Project to End Domestic Violence

Shift's purpose is to enhance the capacity of policy-makers, systems leaders, clinicians, service providers and the community at large to significantly reduce the rates of domestic violence.

Engaging men in violence prevention and gender equality learning collaborative

Since 2014, Lana has been working closely with the Government of Alberta to advance strategies to engage men and boys in violence prevention and gender equality activities. The goal of the project was to design, test and evaluate non-programmatic approaches in male-dominated settings to advance gender equality/equity, promote healthy masculinities and develop healthy relationships to prevent and stop violence.

A central 'product' from this project was the development of the Changing contexts: A framework for engaging male-oriented settings in gender equality and violence prevention – a practitioners' guide. This framework was designed to support human service professionals to implement approaches that change the contexts of male-oriented settings to engage men in gender equality and violence prevention, including changes to social norms, organizational design, sociocultural design, and physical design in settings. By supporting these contextual changes, the goal is to cultivate a new culture and a set of norms, processes, and physical spaces that cue more prosocial and gender-equitable behaviours, and thus support men to engage in gender equality and violence prevention.

In March 2020, the Government of Alberta confirmed funding for another phase of this project. The Calgary Police Service has partnered with us to test the framework within their organization in 2020-2021.

Local Charitable Programs

The Brenda Strafford Society for the Prevention of Domestic Violence

Established in 1996, the Brenda Strafford Centre supports people at risk who have experienced family violence. Families are supported with trauma-informed counselling, resource referrals, programs to build confidence, skills and education, respite child care and secure housing for up to two and a half years. The Brenda Strafford Centre is generously supported by The Brenda Strafford Foundation, Family and Community Support Services Association of Alberta, Calgary Housing, Mac's/Circle K and many individual donors in the community.

2019-20 Highlights:

- **Served 132 adults and 177 children and youth**
- **Provided 5,356 hours of trauma-informed counselling**
- **Volunteers contributed 3,080 hours of service**
- **Provided 4,480 hours of child care in our Play Centre**

The 2019-2020 fiscal year was another amazing year of growth for the Brenda Strafford Centre. One of our highlights over the year was the huge success of our Letting Kids Be Kids summer program. We held a successful virtual fundraising campaign that raised over $5,000 that provided access to 14 day trips to local attractions for mothers and children that have been impacted by family violence. These outings that are of no-cost to our clients provide them with opportunities to make happy family memories and enjoy the summer break while engaging in local history and attractions. Last year's trips included the Calgary Zoo, Calaway Park, Butterfield Acres, and many more. We want to thank the community for all their support of this program that is a huge summer highlight for our families!

Brenda's House

Brenda's House is a shelter where families who are without a home can be safe in a private room. We strive to provide support, resources and to quickly locate families in their own home. Brenda's House, established in 2009 and operated by the Children's Cottage Society, ensures that homeless children and their parents can stay together and be supported. We do this in partnership with the Brenda Strafford Foundation who generously makes this 14 room shelter available to those in need.

Brenda's House also has a partnership with CUPS who provide a Nurse Practitioner every Tuesday afternoon to meet with our families who may have medical concerns or questions.

2019-20 Highlights:

- **111 children served**
- **70 families served**
- **70% of these families were First Nations families**

Staff at Brenda's House have worked hard over this last year to continue to house families as quickly as possible. This includes working to prevent families from entering shelter at all. Wherever possible Brenda's House has supported families in accessing programs not only in the community but also HomeBridge which is a prevention program of the Children's Cottage in order to provide families with both financial and coaching support in order to avoid homelessness altogether.

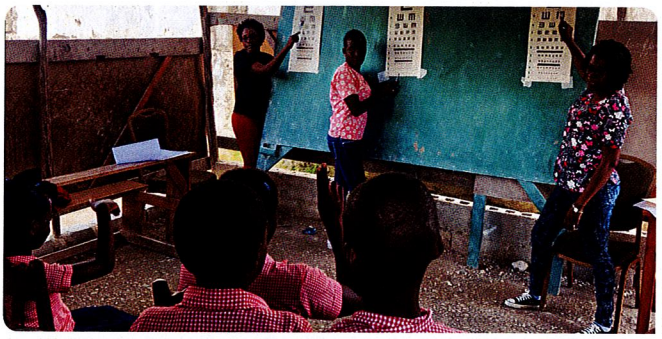
Without the support of the Brenda Strafford Foundation, CUPS and the Government of Alberta, Ministry of Community and Social Services, we would not be able to provide support to homeless families in Calgary.

"When we landed in Calgary, we didn't know anybody. We were scared and tired. I was lucky enough to come across Brenda's House and they welcomed us in the very day we got here. My girls loved it there. I don't think they even knew they were in a homeless shelter. Volunteers provided so many fun activities for them do to. This was like a distraction for them while I figured out how to get our life back together. Now we are together in a home where we are finally starting our life over."

International Charitable Programs

Haiti

Institut Brenda Strafford works as a family, united in its charitable mission to provide high quality, person centered professional Ophthalmology and Ear, Nose and Throat (ENT) services to enrich the lives of the people in Haiti. Providing services in Les Cayes, Haiti since 1982, the Institut strives to be the first choice of Ophthalmology and ENT health care for its communities, providing cost-effective services in order to improve the clinical outcomes of those they serve. The Institut is an active treatment hospital employing over 100 staff (95% local) and physicians and typically sees an average of 4,000-5,000 patients per month. The Institut provides a full range of consult services, scheduled and emergency surgical services and optical services including glasses.



2019-20 Highlights:

In 2019, The Institut, and Haiti as a whole, were deeply affected by political protests across the country and ongoing civil unrest made it difficult for staff and patients to travel to Institut Brenda Strafford. Like the rest of the world, life in Haiti and operations at The Institut have also been impacted by the COVID-19 global pandemic. Both the civil unrest and impact of the global pandemic have required The Institut to respond and adjust its service delivery to ensure the safety of our patients and staff. During these challenging times, our dedicated staff remains dedicated to our mission as we continue to serve the people of Haiti.

Hope for Haiti

A key highlight for 2019-20 includes the newly expanded partnership with Hope for Haiti, a US-based non profit working in Haiti, helping support patients who otherwise would not be able to afford surgery. Through this collaboration, The Institut is increasing its ability for school vision screenings and in February 2020, The Institut's team of nurses screened 467 students at three different schools, identifying 58 children who had uncorrected vision issues and are being referred for further evaluation. The Institut is excited about this life changing partnership and looks forward to carrying out more school vision screenings in the future.

Jamaica

The Foundation's Village of Hope in Montego Bay, Jamaica, opened the Hope Hospice in 1997. A primary medical and dental clinic was later opened in 2004 in partnership with the Good Shepherd Foundation at the Village of Hope. The clinic operated at the Village of Hope until 2017, when the Good Shepherd Foundation moved their medical and dental services to their new clinic. In 2018, the clinic re-opened as the 'Community Vision Centre of Excellence' (CVCE).

2020 - BSF Village of Hope Hospice Staff at in-house palliative care training

Dominica

The Brenda Strafford Eye Centre in Roseau provides Ophthalmology services at the Princess Margaret Hospital, which is the only large acute care hospital in Dominica. Four primary care medical clinics built by The Brenda Strafford Foundation enhance access to important health promotion and disease prevention services.

Dr. Hazel Shillingford Ricketts attended a reception hosted by her Majesty Queen Elizabeth II at Buckingham Palace to celebrate the work of the Queen Elizabeth Diamond Jubilee Trust.

In the Caribbean, the Trust, in partnership with the London School of Hygiene and Tropical Medicine, is working with Governments and local partners to establish robust, cost effective and sustainable screening and treatment programmes for diabetic retinopathy. The Trust funded the expansion of the National Diabetic Retinopathy Screening and Treatment programme in Dominica, which was first funded by The Brenda Strafford Foundation's international healthcare programs in Dominica.

Committee Reports

Finance Committee

Committee Members:

Clayton Sissons *(Chair)*

Gary Duke

Wayne Giles

Norma Jackson

Support:

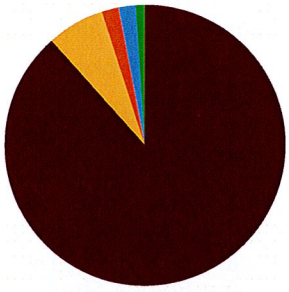
Mike Conroy, *President and CEO*

Glenda MacCallum-Snow, *Chief Financial Officer*

Purpose:

The Finance Committee shall oversee and report to the Board of Directors concerning the accounting and financial reporting processes and internal controls of The Brenda Strafford Foundation. In its governance role, the committee is responsible for the audit, financial reporting, risk management and investment portfolio management.

2019-20 Revenue:



91% Program Funding

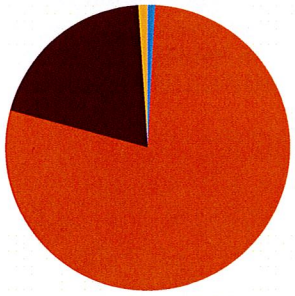
7% Resident Fees

2% Investment Income

2% Other Revenue

1% Donations

2019-20 Expenses:



78% Domestic Programs

20% Administration

1% Research

2% International Programs

Governance Committee

Committee Members:

Gary Duke *(Chair)*

Norma Jackson

Clayton Sissons

Support:

Mike Conroy, *President and CEO*

Jenny Robinson, *Chief Operating Officer*

Purpose:

The Governance Committee is responsible for establishing and overseeing the overall framework and policies that contribute to the effective governance of the organization in alignment with the bylaws, strategic plan and accreditation standards.

2019-20 Highlights:

- Appointment of new Committee Chair Gary Duke (replacing previous Chair Joan McGregor who retired from the committee).
- Board retreat to develop a clear and common direction for The Foundation's support of 'charitable endeavours' as guided by The Foundation's Philosophy, Objectives, Guiding Principle and regulatory requirements.
- Succession planning for Board Chair/Board Members.
- Review of Board membership, structure, and reporting committee terms of reference.
- Enhancements to the Board matrix to ensure well-rounded committee with various expertise.
- Led process to interview potential Board Members.
- Enhanced Board Committee evaluation tools.
- New Board portal software.
- External audit of Directors and Officers Insurance policies.
- Review of government priorities to determine implications to service delivery.
- Ensuring compliance with Alberta Health/Alberta Health Services Strategy for Seniors.

Priorities for 2020-21:

- Management of the ongoing prevention and containment of COVID-19.
- Evaluation of charitable endeavours.

Health Quality and Safety Committee

Committee Members:

Sandy McMeekin *(Chair)*

Dr. Wayne Giles

Dr. David Hogan

Norma Jackson

Roxanne Sissons

Support:

Mike Conroy, *President and CEO*

Jenny Robinson, *Chief Operating Officer*

Resident and Family Advisory Group representative:

Glenn McKinley, *Family Member (Clifton Manor)*

Purpose:

The Health Quality and Safety Committee assures the Board of Directors that quality improvement and safety programs are in place to continuously improve care and services for the residents and families we serve.

2019-20 Highlights:

- **Appointment of new Committee Chair Sandy McMeekin (replacing Roxanne Sissons who previously accepted Chair on a temporary basis).**
- **Conclusion of the three year Dementia Friendly Community project and launch of A Guide to Creating Dementia Friendly Communities in Alberta.**
- **Continued development of holistic approach to person-centred care, services and environments (The BSF Way).**
- **Process Improvement Teams (PIT) introduced at all Manors to advance staff and resident creative ideas for improvements.**
- **First annual 'Release of the Butterfly' Memorial Service held at all four Manors in August 2019 and 'Dignity Walk' introduced occurring when a resident passes away.**
- **Additional, enhanced reporting of variance analysis, quality of life indicators, reports from Medical Directors, and compliments/complaints from residents and/or families.**
- **Quality assurance improvements such as Administrator daily rounds and resident audits with family.**
- **Gentle Persuasive Approach (GPA) training provided to all staff to assist with management of behavioral challenges experienced by residents with advanced cognitive illness.**
- **Enhanced, innovative therapeutic recreation programs such as Drum Circles and Opening Minds through Art (OMA).**
- **Dining/Spa renovations at all Manors to improve ambience in the dining and spa rooms.**
- **Health Care Aides registered with the Alberta Health Care Aide Directory.**
- **Expanded use of Electronic Health Record including Electronic Medication Administration Record (eMAR) for Supportive Living now in all Manors. The use of the electronic charting has assisted in decreasing duplication, combining and/or eliminating forms saving time and re-evaluating best practice.**
  - Continued monitoring and trending of information on a variety of clinical quality indicators.
  - Achieved goal of 78% risk-adjusted indicators meeting or exceeding the provincial average by the end of Q3.
  - Overall decrease in resident aggressive episodes.
  - Overall infection rates (including urinary tract infection) remain low.
  - Rate of inappropriate antipsychotic use continues to decline and remains well below the provincial average.
  - Number of falls and falls with injury has decreased with the Foundation's Falls Prevention initiative.
  - Number of safety incidents, including those with harm, has decreased throughout the year.
- **Comprehensive site renovation projects to improve the quality and safety of the living and work environments for residents, families and staff were completed at Bow View Manor and The Residence at Wentworth Manor. Clifton Manor renovation and capital projects completed with roof top repairs, sprinkler system replacement, asphalt shingling and flat roof replacement.**
- **New builds including Cambridge Manor open July 2020 and Clifton House set to open Fall of 2022.**
- **Responsive and proactive management of COVID-19 Pandemic in efforts to keep residents and staff safe:**
  - The Foundation acted very quickly and in most instances ahead of any provincial directive, for example Visitor Ban on March 15 and restriction that staff must work at only one health care site on March 25.
  - Establishment of Foundation-wide COVID-19 Committee.
  - COVID-19 Containment Plan including Isolation Wards on each Manor.
  - Dining and Recreation restrictions for enhanced prevention measures.
  - Enhanced high touch cleaning and daily room clean.
  - Continuous masking/safety glasses.
  - Timely and transparent communication including CEO Virtual Town Halls.

Priorities for 2020-21:

- **Prevention and Containment of COVID-19.**
- **Commissioning of Cambridge Manor.**
- **Support for The BSF WAY.**
- **Implementation of Electronic Health Record.**
- **Monitoring and improvements for Call Bell response times.**

Human Resources Committee

Committee Members:

Dr. Wayne Giles *Chair*

Luisa Campos

Dr. David Hogan

Norma Jackson

Sandy McMeekin

Roxanne Sissons

Support:

Mike Conroy, *President and CEO*

Iqbal Ali, *Director Human Resources*

Purpose:

The Human Resources Committee oversees and advises the Board of Directors on matters related to human resources strategy, compensation, workforce engagement and succession planning.

2019-20 Highlights:

- Sustained focus on leadership development in support of "The BSF Way" initiative.
- Culture change initiatives with a focus on refreshing our Celebrate Great employee recognition program and the addition of recognition of staff by residents and family members.
- Continued commitment to the BSF Employee Education Reimbursement Program.
- Positive assessments from the internal Partners in Injury Reduction (PIR) Audit, and in turn, receipt of a significant refund of WCB premiums.
- Comprehensive quarterly reporting and review of key performance indicators, resulting in addition of new indicators.
- Focus on RN recruitment and retention, resulting in a significant decrease in turnover rates.
- Ongoing focus on collective bargaining with several unions, review and approval of bargaining strategies and compensation recommendations.
- Amicable resolution of outstanding labour relations issues and grievances.
- Transition of the Retirement Savings Plan provider from Royal Bank of Canada to Great West Life to enhance efficiencies and customer service.
- Planning and coordination of the Cambridge Manor commissioning and recruitment efforts.
- Effective February 2020, enhanced Foundation-wide focus on COVID-19 prevention and containment including increased recruitment.

Priorities for 2020-21:

- Continued focus on COVID-19 prevention and containment; this endeavour has become the Foundation's number 1 priority given the nature and severity of the pandemic.
- Commissioning of Cambridge Manor, with anticipated opening dates in July 2020 for Alberta Health Services contracted services and September 2020 for Private Choice Care Services.
- Development of recommendations for a comprehensive multi-year plan for enriching employee experience, and in turn, becoming an Employer of Choice in the Continuing Care Sector.
- Continued support for our commitment to "The BSF Way,"with an emphasis on staff development, leadership development and culture change.
- Launch of the Bi-Annual 360 Assessments for the Senior Management Team.
- Development of a staff work and wellness promotion initiative, including a focus on the attendance management program.
- Preparation for 2020 External Partners in Injury Reduction (PIR) Audit, including as assessment of the current PIR Approach, Committee Structure and Responsibilities.

2019 Board of Directors

Norma Jackson RN, BN, *Chair*

Luisa Campos

Gary Duke C. Tech

Wayne Giles PhD

David Hogan MD

E. Joan McGregor

Sandy McMeekin

Clayton Sissons BA, LLB

Roxanne Sissons RN, BN

Executive

Mike Conroy
President & CEO

Jenny Robinson RN, BN, M. Ed, CHE
Chief Operating Officer

Glenda MacCallum-Snow CPA, CA
Chief Financial Officer

Iqbal Ali MBA, CPHR
Director, Human Resources

Catherine Kettlewell RN, MSN, LLB
Administrator, Bow View Manor

Carol Henckel RN
Administrator, Wentworth Manor

Leo Escandor RN, BSc
Administrator, Clifton Manor

Brenda Carroll RN, BScN, LLB
Administrator, Tudor Manor

Your donation can make a difference!

Your donation can make a difference to our mission to optimize well-being and enrich people's lives.

Donate online: theBSF.ca

Donate by mail (cheques can be sent to):

The Brenda Strafford Foundation
4628 Montgomery Blvd NW
Calgary, AB T3B 0K7

Attention: Fund Development

Designate the Brenda Strafford Foundation as the beneficiary of your next corporate or community fundraising event!

To find out more about donation opportunities, contact Catherine Laing, Fund Development Manager by email: catherine.laing@theBSF.ca or phone: 403.536.8684

Your time can enrich the lives of our residents and family members!

By volunteering you can help us achieve our vision to create a future where people can live life to the fullest, with dignity, hope and happiness — in caring and supportive communities.

Volunteer opportunities are available for a range of activities at all four of our Manors. To inquire about volunteering, please contact the Recreation Therapy department at the location where you wish to volunteer.

The Brenda Strafford Foundation

The Brenda Strafford Foundation Cambridge Manor

Opening 2020

WELCOME HOME TO CAMBRIDGE MANOR

Renowned for award winning care, The Brenda Strafford Foundation is proud to be opening Calgary's newest seniors' wellness community in the University District. Enjoy a rich and full life with the comfort and security of a true aging-in-place experience, from independent and assisted living to enhanced care and memory care.

PRIVATE CHOICE SERVICES AVAILABLE FOR MOVE IN THIS FALL – NOW ACCEPTING RESERVATIONS! SHOW SUITE VIEWINGS BY APPOINTMENT ONLY.

Cambridge Manor | University District

For private choice care and lease inquiries phone: 403-536-8675

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