



Making an Impact, Together

Report to the Community
2025-2026



Who We Are

The Brenda Strafford Foundation (BSF) was established in 1975 by Dr. Barrie I. Strafford, in memory of his late wife Brenda. From delivering exceptional seniors care and community programs in Alberta to pioneering international healthcare initiatives in the Caribbean, we have proudly built a legacy of compassion, innovation, and social impact.

Mission

We are an innovative force, providing high quality person-centred care and services to optimize well-being and enrich people's lives.

Values

We put **people** at the centre of everything we do. We boldly pursue **quality** and **innovation** with pride and enthusiasm. We believe in **engagement** with all stakeholders and respect every voice. We act with **compassion**, empathy, and understanding.

Vision

Create a future where people can live life to the fullest, with dignity, hope and happiness — in caring and supportive communities.

The BSF Way

Our foundational person-centred approach to care, services, and environments that are personalized, enabling, support positive interactions and relationships, and encourage a sense of belonging. This is woven into everything we do.



Pursuit 2028

Pursuit 2028 is The Brenda Strafford Foundation's 2025–28 strategic plan, building on our legacy while looking to the future. This strategy guides our efforts to enhance care, strengthen communities, and create lasting impact. Our work is focused on the following strategic priorities:

ADAPT to the evolving needs of older adults with diverse, inclusive, personalized services

COLLABORATE to improve sustainable access to health and aging services in the Caribbean

EMPOWER safe, thriving, and sustainable communities through preventative and supportive services

EXPLORE to drive innovation, lead change, and create value

CULTIVATE an inclusive, future-ready workplace focused on engagement and well-being



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Our Impact

Optimizing Well-being
& Enriching Lives

Our Year In Review (April 2025 - March 2026)



1,262

residents called
BSF home



276

survivors of gender-
based violence
supported



60K+

patient
consultations in
the Caribbean



AGING CARE & SENIOR LIVING

Optimizing well-being for residents,
clients, and loved ones¹

496

participants in
our Adult Day
Programs last year



4.4/5 residents &
families feel involved
in care decisions

See more on p. 10-11

Based on 2025-26 Resident &
Family Survey (468 respondents)

COMMUNITY SUPPORTS

Increased independence and support
for survivors of gender-based violence^{2,3}

100+

children & youth
supported at Heart
Home Network



4.6/5 clients value
the supports and
services at Heart
Home Network

See more on p. 12-13

Based on 2025-26 Client
Survey (17 respondents)



INTERNATIONAL HEALTHCARE

Improved quality of life through access
to health and eye care services^{4,5}

2,396

surgeries performed
in Haiti, Jamaica, &
Dominica last year



99% of patients have
improved vision after
surgeries at Institut
Brenda Strafford in Haiti

See more on p. 14-16

Based on 2025-26 Patient
Survey (502 respondents)

Our Community

Philanthropy in Action

The generosity of our donors, volunteers, and community partners helps make our work possible. Their support enables us to enhance programs and services, invest in innovation, and improve the health and well-being of the individuals and communities we serve.

**Your Impact by
the Numbers**
(April 2025 - March 2026)

691

donors
supported BSF

\$900K+

in donations
received



1,229

volunteers gave
their time

10K+

volunteer hours
contributed

Highlights from our Year

Volunteer Appreciation Event



April 2025

As part of National Volunteer Week, we hosted our annual Volunteer Appreciation Event to celebrate the dedicated volunteers whose contributions help enrich lives across our communities.

Birdies for Kids



March - August 2025

Thanks to the incredible support of our community, we raised over \$4,000 to help children at Heart Home Network through Rogers Birdies for Kids presented by AltaLink.

BSF Golf Classic



June 2025

The 9th Annual BSF Golf Classic brought our community together to celebrate BSF's 50th anniversary and support our programs and services.

See more on p. 24 →

BSF 50th Celebration



August 2025

BSF celebrated its 50th anniversary with our community, recognizing five decades of compassion, innovation, and service since 1975.

See more on p. 6 →

Night Light Walk



October 2025

Our community came together to walk in the Royal LePage Shelter Foundation's Night Light Walk, in support of women and children affected by domestic violence.

See more on p. 12 →

Lassies Only Whisky Festival



March 2026

Kensington Wine Market's 6th Annual Lassies Only Whisky Festival raised funds in support of Heart Home Network.

Celebrating 50 Years

In 2025, The Brenda Strafford Foundation proudly celebrated 50 years of making a difference.

Established on August 15, 1975, by Dr. Barrie I. Strafford in honour of his late wife, Brenda Strafford, BSF has built a legacy of compassion, innovation, and social impact — providing high-quality care for seniors, supporting families as they rebuild after domestic violence, enhancing healthcare in the Caribbean, and driving innovation in the areas we serve.

On August 21, 2025, we came together to honour this milestone with our 50th anniversary event. Thank you to everyone who joined us to celebrate our journey and the vision that continues to guide us today. The support of our community empowers us to make a difference in people's lives every day.

As we mark five decades of impact, we look ahead with purpose, remaining steadfast in our vision to create a future where people can live life to the fullest, with dignity, hope and happiness — in caring and supportive communities.



Our History



1975: BSF Established

Founded by Dr. Barrie Strafford in memory of his late wife, Brenda, growing from two nursing homes into a five-decade legacy of care.



1975: Aging Care & Senior Living

From Bow View Manor, BSF grew to five care communities across Calgary and Okotoks, delivering person-centred nursing and clinical care.



1983: International Healthcare

BSF established healthcare services in the Caribbean, beginning in Haiti and then expanding to include Jamaica and Dominica.



1996: Domestic Violence Support

The Brenda Strafford Society for the Prevention of Domestic Violence was founded, later joining BSF in 2022 to form Heart Home Network.



2023: CLIQ Launches

The Dr. Barrie Strafford Centre for Learning, Innovation, and Quality launched to advance innovation, quality improvement, and research across BSF and beyond.



2025: Celebrating 50 Years

As we celebrate five decades of making an impact, we look forward to continue driving innovation and strengthening our communities.

Message from the President & CEO

As we reflect on the past year, I am filled with gratitude and pride for what we have accomplished together.

Last year marked a significant milestone as The Brenda Stafford Foundation celebrated 50 years of service. Reaching this anniversary provided an opportunity not only to celebrate our history, but also to reflect on the countless residents and clients, families, employees, volunteers, donors, partners, and supporters who have helped shape our journey.

It was also a year of achievement and progress. As we completed the first year of our Pursuit 2028 Strategic Plan, we continued to advance innovation, strengthen quality, and expand our impact across aging care, community supports, and international healthcare. From providing high-quality care for seniors, supporting women and children rebuilding their lives after domestic violence, advancing innovative models of care through CLIQ, to improving access to healthcare in Haiti and Jamaica, our work remained focused on creating meaningful and lasting impact.

This year also marks the beginning of an important new chapter for the Foundation. Following thoughtful consideration and careful planning, we announced the transition of our continuing care communities to Optima Living, with the transition taking place over the summer and fall of 2026. This decision reflects our commitment to ensuring these communities continue to thrive under an organization whose sole focus is

seniors' care, while creating new opportunities for The Brenda Stafford Foundation to expand its charitable impact in the areas of community support, innovation, research, learning, and international healthcare. Throughout this transition, our focus remains on the people we serve and the dedicated teams who make our work possible every day.

As we look ahead, we do so with confidence and optimism. The needs of our communities continue to evolve, and so must we. We will continue to embrace innovation, strengthen partnerships, and pursue new opportunities to improve lives both locally and globally.

Thank you for your continued trust, support, and commitment to our mission. The achievements highlighted throughout this report are only possible because of the collective efforts of our community.

Together, we are building on a remarkable legacy while creating an even stronger future.



Tony

Tony Weeks
President & CEO

BSF's 2025 Team of the Year: Payroll



Behind the Scenes

A glimpse into the year — from the Arctic to the Caribbean.



Message from the Board Chair

On behalf of The Brenda Strafford Foundation's Board of Directors, I would like to extend our sincere appreciation to our employees, volunteers, donors, partners, residents, clients, families, and supporters.

Your dedication and commitment continue to strengthen our organization and make a meaningful difference in the lives of those we serve.

This past year also marked the beginning of our Pursuit 2028 Strategic Plan. Through the collective efforts of our teams and partners, the Foundation continued to advance innovation, strengthen community impact, and improve outcomes across our diverse areas of work. The accomplishments highlighted throughout this report reflect the passion, expertise, and commitment of those who bring our mission to life every day.

As we look ahead, we also recognize an important period of change as the Foundation prepares for the transition of its Aging Care operations to Optima Living. While this marks the beginning of a new

chapter, our commitment to improving lives remains steadfast as we continue to focus on innovation, community supports, international healthcare, and philanthropy.

As we move forward, we remain committed to building upon the legacy established by Dr. Barrie Strafford 50 years ago. We look ahead with excitement as we continue to advance innovation, support vulnerable communities, strengthen healthcare initiatives, and create lasting impact.

Thank you for your continued trust and support. Together, we continue to be guided by our philosophy: the preservation of dignity and the pursuit of happiness.



Clayton Sissons
Board Chair

“This transition represents an important and thoughtful step forward for The Brenda Strafford Foundation.

— Clayton Sissons

”

Our Board of Directors



From Left to Right

Rajesh Ghosh MBA, CPA, CMA,
CIA, CISA, CRMA, CGEIT, CDPSE

Gary Duke C. Tech

Dilpriya Mangat MD, FRCPC, MBA

Clayton Sissons BA, LLB

Roxanne Sissons RN, BN

Tony Weeks (President & CEO)

Joel Vorra CPA, CA

Norma Jackson RN, BN

Hilary McMeekin

Noreen Linton

Message from the Strafford Family

Our family often reflects on how proud our parents would be to see the impact of The Brenda Strafford Foundation today. For 50 years, the Foundation has remained committed to helping others, growing into an organization that continues to strengthen communities and improve lives through compassion, innovation, and service.

What began with a vision to help others has grown into an organization that supports individuals, families, and communities through aging care, community supports, international healthcare, innovation and research.

Our family is especially grateful to the Board of Directors, leadership team, employees, volunteers, donors, and partners who continue to carry this mission forward every day. Their dedication, expertise, and kindness are what transform vision into action and make a lasting difference in the lives of those we serve.

The 50th anniversary was a time for us to reflect not only on the Foundation's history, but also our family's history, and our individual journeys that are deeply intertwined with the Foundation.

Some of our fondest childhood memories include our mother, Brenda Strafford, serving tea to seniors in the River View Nursing Home, formerly owned by our family in Medicine Hat. As kids, we would also work there after school, on weekends, and during the holidays. This is where some of us made our starts in the professions that continued throughout our lives.

As a teenager, Miles began mowing lawns for about 25 cents an hour. He went on to hold roles across the Foundation, ranging from Maintenance to Administrator, before retiring as Physical Plant Manager.

Lisa held several roles at River View Nursing Home, including reception, hairdressing, and nurses' aide. After earning a Recreation Therapy diploma, she worked in recreation at Bow View Manor and Wentworth Manor for more than 30 years before retiring.

Roxanne recalls volunteering as a Girl Guides project and working as a Ward Assistant before she trained as a Registered Nurse. She now continues to serve on the Foundation's Board of Directors alongside her husband, Clayton, and her nephew, Joel.

We are proud of the Foundation's roots in continuing care, our father's lifelong service and accomplishments, and our own memories and contributions through our own careers and service.

As the Foundation prepares to enter a new chapter focused on enhancing its impact through strategic philanthropy and charitable endeavours, we are confident its mission will continue to evolve while remaining rooted in the values and purpose that have guided it for the past 50 years.

Looking ahead, we are excited about the new opportunities before the Foundation and are confident that our father's vision will continue to guide its future. We ourselves are proud to be part of this continued growth and evolution.

Our father always believed the Foundation's greatest asset was its people. Thank you to everyone who contributes to this remarkable organization and helps ensure that its legacy remains strong for generations to come.

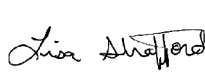
“It feels great to do good in the world. We've done a lot of good in 50 years and hope to continue as long as we can.”

— Roxanne Sissons

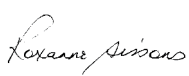



Miles Strafford




Lisa Strafford




Roxanne Sissons

Aging Care & Senior Living

Social Impact:
Optimizing well-being
for residents, clients, and
loved ones¹

For 50 years, it has been our privilege to care for seniors and their families. Through BSF Lifestyles, our continuing care communities in Calgary and Okotoks offer high-quality, person-centred nursing and clinical care, a wide range of health and wellness services, and therapeutic recreational programming.

♥♥♥♥♥
4.2/5 residents feel
they have opportunities
to participate in
meaningful activities

♥♥♥♥♥
4.1/5 residents
& families would
recommend BSF to others

*Based on 2025-26 Resident &
Family Survey (468 respondents)*



Opening Minds Through Art

Creativity has the power to spark connection, build confidence, and bring people together. As part of our therapeutic recreation programming, we are proud to offer Opening Minds through Art (OMA), an intergenerational art-making program designed for people living with dementia.

Working alongside volunteers, residents create artwork while fostering self-expression and creating meaningful relationships, followed by art shows to celebrate the creativity and contributions of participating artists.

Thank you to the Miroir Foundation for their continued support of this program.



A New Approach to Mealtime: Trialling Family-Style Dining

Mealtimes are some of the most meaningful moments of the day. With support from CLIQ, BSF's Clifton House is piloting family-style dining, exploring a different approach centred on a shared, resident-led dining experience.

Research has found that residents participating in family-style dining experience improved quality of life, increased food and fluid intake, better appetite, and more meaningful social interactions.⁶

Through this pilot, we are exploring how greater choice, connection, and independence at the table can enhance the dining experience and support residents' quality of life.



Appropriate Use of Antipsychotics: A Person-Centred Approach

Antipsychotic medications are sometimes used in continuing care to help manage responsive behaviours in residents living with dementia. However, when used unnecessarily, they can increase the risk of side effects and impact quality of life.

At BSF, we work with residents, families, and care teams to explore personalized, non-pharmacological approaches to dementia care. This includes education about dementia and the appropriate use of antipsychotic medications, therapeutic recreation programs such as music therapy, sensory engagement tools like Zinnia TV, and environments that promote comfort, familiarity, and connection.

In 2025, Wentworth Manor, with support from CLIQ, won three awards through the Sparking Change in Appropriate Use of Antipsychotics Program by Health Excellence Canada, totaling over \$10,000:

- Improvement Plan Award (\$5,000)
- Workforce Safety Award (\$5,000)
- Evaluation Survey Award (\$1,000)

A Lasting Impact for Care & Safety at Clifton House

This year, Clifton House received a generous donation of a sit-to-stand lift and a commode shower chair to support safe and comfortable transfers for residents while enhancing workplace safety for staff.

These essential pieces of equipment will help ensure daily care activities can be carried out safely and efficiently, supporting both resident well-being and staff confidence.

We are deeply grateful to Clifton House resident Marilyn and her daughter, Alison, for their extraordinary generosity. Valued at approximately \$15,000, this donation represents a meaningful investment in the quality of care, comfort, and safety of our Clifton House community.



Heart Home Network

Supporting Transitions from Domestic Violence

As one of the largest post-emergency shelters in Canada, Heart Home Network provides safe housing, counselling, and comprehensive support services for women and their children who have experienced domestic violence or trauma. This year, we proudly celebrate 30 years of supporting women and families.

Social Impact:
Increased independence
and support for survivors of
gender-based violence^{2,3}



♥♥♥♥♥
4.6/5 clients feel a
sense of safety and
security living at Heart
Home Network

♥♥♥♥♥
4.5/5 clients
overall satisfaction
with Heart
Home Network

Based on 2025-26 Client Survey (17 respondents)

Circle K Canada: Showing Up for Families

This year, Circle K Canada (Western Business Unit) continued its longstanding support of the women and children at Heart Home Network — assembling 80 spring-cleaning bins for International Women's Day, hosting our holiday party, and providing over 100 Santa bags and 80 holiday hampers for families during the holiday season.

It's part of a partnership spanning more than 15 years, during which Circle K has contributed over \$1.5 million to support our services and the families we serve. We are deeply grateful for their continued generosity and care.



Celebrating 30 years of impact.





Night Light Walk

In October 2025, Heart Home Network was proud to participate as a charity recipient of the Royal LePage Shelter Foundation's Night Light Walk powered by TD.

The event brought together community members, supporters, and advocates in a shared commitment to creating safer futures for families.

Every step taken and every dollar raised helped provide safe housing, counselling, and support services that empower women and children to move toward healing, stability, and independence.

Together, we raised over \$51,000 for Heart Home Network and Discovery House, helping to light the path to safety, hope, and new beginnings.



Supporting Brighter Futures

Skill-building and education can be powerful steps on the path to independence.

We are grateful to the Descendants of Antonie (Tony) and Kathleen (Kay) VandenBrink Legacy Fund at the Calgary Foundation for supporting our skill-building program. This provides essential skills training and job search support to our clients to help them in achieving economic self-sufficiency and stability.



Additionally, the O-KAY Education Bursary supported by the Descendants of Antonie (Tony) and Kathleen (Kay) VandenBrink Legacy Fund at Calgary Foundation awards life-changing funds to cover the cost of tuition and childcare to clients who are pursuing education to obtain meaningful employment.

Thank you to the VandenBrink family for supporting our clients.



Enhancing Our Programs: Community Kitchen

Heart Home Network is proud to be a recipient of the CREB® REALTOR® Community Foundation Transformation Grant — a generous investment that will bring a new community kitchen to life in our building.

The kitchen will create a welcoming, on-site space for hands-on cooking education programs for the women and children we serve, supporting independence, confidence, and practical life skills as they build toward their next chapter.

We are deeply grateful to the Calgary Real Estate Board for this incredible support.

International Healthcare

Social Impact:
Improved quality of life
through access to health
and eye care services^{4,5}

The Brenda Strafford Foundation operates and supports medical clinics and health-care services across Haiti, Jamaica, and Dominica, working alongside local partners to improve access to eye care and vision health for people in under-served communities.



OECS Commission and BSF launch the Regional Eye Health Strategic Plan Project

In October 2025, the Organization of Eastern Caribbean States (OECS) Commission, in collaboration with BSF officially launched the Regional Eye Health Strategic Plan Project. Sponsored by BSF and the International Agency for the Prevention of Blindness, this initiative marks an important step toward strengthening equitable access to eye care across OECS Member States.



Collaborating Across Borders

Caribbean Biomedical Engineering Knowledge Exchange

When biomedical engineers, eye health professionals, and healthcare partners share knowledge across borders, the whole system gets stronger.

Through the Caribbean Biomedical Engineering Knowledge Exchange, BSF connects partners from across the Caribbean and Canada to do exactly that — meeting quarterly to share practical knowledge around medical equipment management, inventory systems, and maintenance practices.

“

Piti piti, zwazo fè nich.
Little by little, the bird builds its nest.
Little by little we advance.

— Haitian proverb

”



60K+

patient consultations in Haiti,
Jamaica, & Dominica last year

Quality of Care

is the #1 reason
patients choose Institut
Brenda Strafford



4.1/5 patient
satisfaction
with the care they
received last year

Based on 2025-26 Patient Survey (502 respondents)



Institut Brenda Strafford

Les Cayes, Haiti

Operating in Les Cayes since 1982, Institut Brenda Strafford provides ophthalmology and ear, nose, and throat (ENT) services. In partnership with the Ministry of Health, the Institut offers affordable, high-quality care, from consultations and surgery to emergency services, school vision screenings, and on-site pharmacy and laboratory support.

New Patient Reception and Waiting Area

This year, we celebrated the inauguration of a new patient reception and waiting area, built by a local contractor to seat up to 200 people.

The ribbon was cut by Mida, a patient who travelled nearly two hours from Miragoâne, joined by Executive Director Rood Merveille and Medical Director Dr. Pasteur Nshimyimana for her first visit to the renovated space.

The new area offers a more welcoming, patient-centred experience for the hundreds of patients who rely on the Institut's care each day.



A Sustainable Approach to Glaucoma Treatment

Glaucoma is one of the leading causes of blindness worldwide, often developing slowly and without noticeable symptoms in its early stages.

At Institut Brenda Strafford in Haiti, glaucoma is a significant concern. In some months, up to 10% of patients seen at the clinic are living with glaucoma. Many glaucoma conditions require lifelong treatment with eye drops to help manage pressure in the eye and protect vision.

To improve access to this essential medication, the Institut produces its own glaucoma eye drops in a specialized production laboratory, under the supervision of trained pharmacists — helping ensure more patients can access the treatment they need.



“

I feel proud to be in a beautiful, clean facility.

— Mida, Institut Patient

”

Livwell by BSF

Montego Bay, Jamaica

Livwell by The Brenda Strafford Foundation is a campus of care in Montego Bay, Jamaica, that operates an Adult Day Centre, Small Care Home, and Eye Centre. Our services are dedicated to providing exceptional aging and eye care services to optimize the well-being and enrich the lives of the people we serve in the Montego Bay community.

New Equipment Enables Critical Eye Surgeries

This year marked a milestone for the Livwell Eye Centre with its first cataract surgeries using a new phacoemulsification machine and a collaborative effort between Dr. Tecah Foster, Livwell's Medical Director, and Dr. Pasteur Nshimyumana, BSF's Medical Director at Institut Brenda Strafford.



Restoring sight does more than improve health outcomes — it helps people maintain independence and support their families.

“

“[The surgery] allows me to see and live better.”

— Patient, Livwell Eye Centre

”

Livwell Eye Centre: Expanding Access to Eye Care in Jamaica

Since 2018, the Community Vision Centre of Excellence has provided eye care to the local community through a partnership between BSF, Canadian Vision Care, and the Lions Club of Montego Bay.

On July 1, 2025, the centre was renamed the Livwell Eye Centre and became part of Livwell's campus of care, joining its long-term care home and adult day centre under local leadership. Bringing a full-time ophthalmologist and optometrist on staff expanded consultations and surgical services, and continued collaboration with eye care specialists locally and abroad.



Hurricane Melissa

In October 2025, Hurricane Melissa, a Category 5 storm and one of the strongest ever recorded in the Atlantic, impacted Jamaica. Ahead of the storm, the team worked tirelessly to prepare residents, secure facilities, stock essential supplies, and ensure continuity of care. While the hurricane caused property damage, including the loss of roofs, residents and staff remained safe. Following months of recovery efforts, all roofs were restored with a new interlocking system designed to better withstand hurricane-force winds.





Dr. Barrie Strafford
Centre for
Learning
Innovation &
Quality



SHAPING THE FUTURE



The Dr. Barrie Strafford Centre for Learning, Innovation & Quality (CLIQ) is dedicated to driving meaningful change

— through innovation, organizational learning, quality improvement, and research. Working across aging care, community support, and international healthcare, CLIQ develops solutions that improve care, strengthen programs, and support the people and communities we serve. By sharing findings and innovations, we strive to help build stronger, healthier communities now and into the future.

Advancing Innovation, Research, & Quality

Small changes can have a big impact. This year, CLIQ piloted new technologies and tools, supporting independence, well-being, safety, and quality of life for the people we serve.

Supporting Mobility Through Innovation

This year, CLIQ partnered with Acute Care Alberta, Alberta Health Services, and Bisep Innovations to pilot the ARMM Ambulate and ARMM Transfer devices at Wentworth Manor and Bow View Manor. Designed to support safe walking and transfers with a one-person assist, the devices aim to enhance resident mobility, independence, and quality of life while reducing physical demands on care teams.

Funded through envisAGE, a collaboration between MEDTEQ+ and AGE-WELL, this project reflects CLIQ's commitment to evaluating innovative solutions that support quality of life for older adults.



Improving Innovation Readiness in Continuing Care

Building on the Guide for Innovators, CLIQ launched its Voices of Innovation video series, sharing frontline staff perspectives on what works, what doesn't, and key insights for innovators.

Looking Ahead

In June 2026, CLIQ and the Institute for Continuing Care Education and Research (ICCER) launched *From Trial to Practice: Building Innovation Readiness in Continuing Care*, a new project with funding from the Canadian Institutes of Health Research (CIHR) Voluntary Sector Knowledge Mobilization Support Grant. Together, we are co-designing an Innovation Readiness Framework and Toolkit— helping organizations assess, adopt, and sustain innovative solutions that improve care for older adults.



[View/Download the Guide for Innovators](https://Golnnovate.ca/guideforinnovators)
Golnnovate.ca/guideforinnovators

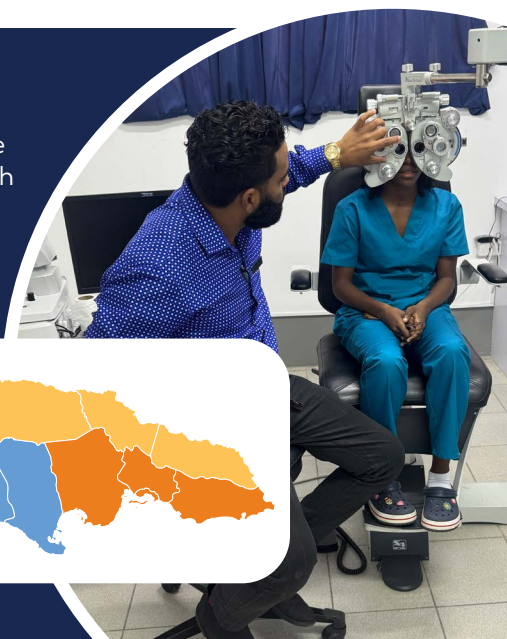
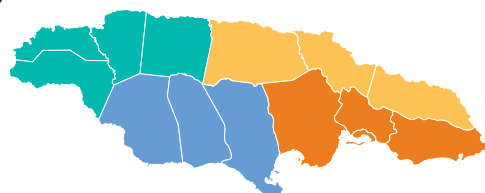
Strengthening Eye Care Access in Jamaica

In 2025, Livwell by BSF in Jamaica and CLIQ developed an interactive map of eye care providers across Jamaica, as well as a Jamaica Eye Health Review in collaboration with the Mona Ageing and Wellness Centre at the University of the West Indies.

This work will help lay the groundwork for stronger planning, collaboration, and access to care across the sector. The tools map service availability by location, helping patients find clinics and providers while supporting organizations in identifying gaps and informing future decision-making.



Explore the Interactive Map
Golnnovate.ca/jamaicaeyecare



Creating Impact Through Collaboration

Collaboration is at the heart of innovation. This year, CLIQ established and strengthened partnerships locally, nationally, and internationally, creating opportunities to share knowledge, advance innovation, and improve quality across the sectors. Some of our recent partnerships include:

Imagine Canada

CLIQ and Imagine Canada partnered to strengthen understanding of Canada's nonprofit workforce and the trends shaping the sector. The partnership developed an infographic and white paper that explore key workforce trends, challenges and opportunities. These accessible, evidence-informed resources are designed to support nonprofit leaders, funders, policymakers and community partners in strategic planning and sector-wide dialogue.



Vilans

CLIQ partnered with Dignity and Pride for the Future (Waardigheid en trots) at Vilans in the Netherlands to explore how technology can support caregivers, strengthen transitions into continuing care, and improve care experiences through person-centred research and co-designed solutions.

Garden Loft

Through a partnership with Garden Loft and support from Alberta Innovates, CLIQ is helping develop and evaluate innovative housing and technology solutions that support aging in place. This work will commence in 2026.

CABHI Discover + Adopt Program

With support from CLIQ, The Brenda Strafford Foundation was selected as one of 26 healthcare and community care organizations across Canada to participate in the Centre for Aging + Brain Health Innovation (CABHI)'s Discover + Adopt Program. The initiative helps organizations build the skills, capacity, and infrastructure needed to successfully adopt and sustain innovative solutions that enhance care delivery and improve outcomes for older adults and caregivers.

Bow Valley College

CLIQ continued its collaboration with Bow Valley College, supporting the expansion of the Health Care Centre of Excellence. Building on a joint study exploring the resident dining experience from the perspective of frontline staff, the partnership helps connect academic research with applied practice to advance innovation, workforce development, and evidence-informed care across the health system.



Red Deer Polytechnic

CLIQ partnered with Red Deer Polytechnic to advance applied research and innovation in continuing care through collaborative projects that connect academic expertise with real-world care environments. As part of this partnership, we launched a project at Wentworth Manor focused on enhancing the resident dining experience.





Supportive Program for Advancing & Rethinking Quality

SPARQ is BSF's quality improvement committee program, bringing together residents, families, front-line staff, and corporate team members to identify opportunities for improvement and bring creative solutions to life. Supported by CLIQ, each committee tackles real challenges and opportunities.

2025-26 SPARQ Projects



Heart Home Network A Pantry Makeover

An underused space was transformed into a cozy sitting area and refreshed pantry, creating a welcoming spot where clients can relax and visit.



Cambridge Manor

Bringing the Outdoors In

New indoor plants and hand-painted flowerpots helped create a greener, more personalized living environment in the Abington community.



Tudor Manor A Welcoming Entrance

The front entrance of the building was revamped, turning a non-functioning fountain into a welcoming focal point with a new water feature and plants.



Bow View Manor

Music at Mealtimes

A new sound system was introduced in our first floor dining room to create a more enjoyable mealtime experience.



Clifton House Bowling Program Upgrade

New bowling equipment revitalized a long-standing program, increasing participation and bringing residents together through activity and connection.



SPARQ 2.0

After the success of these projects, we launched our second SPARQ cohort in February 2026, bringing together the people who know our sites best to continue exploring opportunities to improve our environments, care, and programs.



Building a Sustainable Future

Our Year In Review *(April 2025 - March 2026)*



416K+

annual equivalent in trees
planted from energy savings
across BSF



900+

annual equivalent in cars taken
off the road from energy savings
across BSF



47%

of energy produced by solar
power at Institut Brenda
Strafford in Haiti

Investing in Renewable Energy at Institut Brenda Strafford

At the Institut Brenda Strafford in Les Cayes, Haiti, 600 solar panels help provide reliable energy to support the care of approximately 250 patients each day. With nearly 290 days of sunshine annually, the system reduces environmental impact while helping ensure consistent, quality healthcare for the community.

Reducing our Footprint: ENERGY STAR

As of June 2026, all Brenda Strafford Foundation continuing care sites have achieved ENERGY STAR® certification. Supported by our partnership with 8760, these efforts have improved energy efficiency, reduced emissions, and advanced our commitment to sustainability.



42K+

kWh clean energy
generated by solar
panels annually

\$800K+

savings annually
from energy
efficiency

262

average Calgary
homes' worth of energy
saved annually



Our People

Behind every service, program, and achievement are the people who make it possible. Together, we optimize well-being, enrich lives, and create meaningful impact in the communities we serve.



Investing in Learning & Growth

At BSF, we believe that supporting our people means investing in their growth.

Through our education funds, our staff have access to funding opportunities that support continuing education, professional development, and career advancement. The program helps employees pursue courses and training that build new skills, strengthen existing expertise, and support long-term career goals.

“

The BSF Education Fund has supported my academic and professional growth by giving me the motivation to further my education.

— Erica, Licensed Practical Nurse & BSF Employee Education Fund Recipient



”

“

The funding received made me proud to be a part of BSF, an organization that truly values its staff and their families

— Zahra, Social Worker at Clifton House & Mother of BSF Kids' Education Fund Recipient



”



Fun Squads: Celebrating Our People

Launched in 2024, Fun Squads are employee-led committees at each BSF location that help create opportunities for staff to connect, celebrate, and build community.

Since they began, Fun Squads have brought staff together through holiday celebrations, games, and plenty of delicious food and snacks.

These moments are a special way to celebrate the people behind our mission and the reason our communities are such a great place to live, work, and visit.

Volunteer Highlight: Meet Bob

For nearly a decade, Bob has shared his passion for winemaking with residents at Wentworth Manor, leading the Wine on the Hill Club.

Through his time, talents, and dedication, Bob has helped create memorable experiences and a strong sense of community at Wentworth Manor. We are grateful to Bob and all of our volunteers for helping create meaningful connections and enriching the lives of the people we serve.



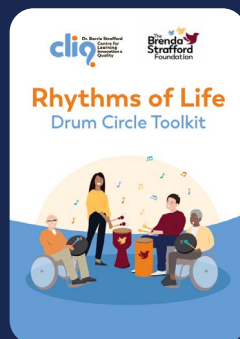
ACCA Awards of Excellence 2025

The Alberta Continuing Care Association (ACCA) Awards of Excellence celebrate outstanding individuals and organizations across Alberta's continuing care sector who go above and beyond to enhance quality of life for those they serve.

This year, we are very proud to celebrate two 2025 Alberta Continuing Care Association Awards of Excellence recognizing innovation and dedication across BSF:

Innovator of the Year Award

BSF received the Innovator of the Year Award for our Rhythms of Life Drum Circle toolkit. This toolkit was designed by BSF's Dr. Barrie Stafford Centre for Learning, Innovation, & Quality (CLIQ) to help continuing care facilities and community organizations implement drum circles into their Therapeutic Recreation programming.



BSF has implemented Rhythms of Life Drum Circles at all five of our continuing care sites. This program reimagines traditional recreation in continuing care by using rhythm and connection to support wellness, inclusion, and engagement for residents of all abilities. The accompanying toolkit allows other organizations to replicate the program and learn from our experience.



View/Download the Toolkit
GoInnovate.ca/drumcircletoolkit

Lifetime Achievement Award

– Johana, Bow View Manor

Johana, Recreation Therapy Aide at Bow View Manor, received the Alberta Continuing Care Association's 2025 Lifetime Achievement Award for her exceptional dedication and forty years of compassionate service that has enriched the lives of countless residents.

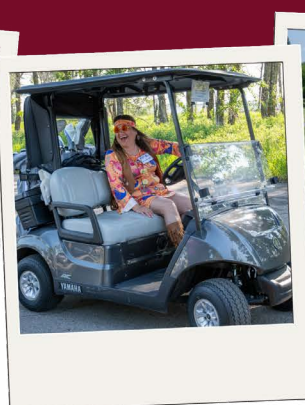
Congratulations, Johana, on this incredible and well-deserved achievement.



BSF Golf Classic 2025



The 9th Annual BSF Golf Classic celebrated BSF's 50th anniversary with a groovy 1970s theme, bringing our community together in support of our programs and services.



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Get Involved

There are many ways to make a difference. By donating, volunteering, following us on social media, or partnering with The Brenda Strafford Foundation, you can help us continue creating opportunities, advancing innovation, and supporting people and communities where they need it most.

Donate

Your generosity helps create opportunities, improve lives, and support innovative programs that strengthen individuals and communities. Every gift makes a meaningful difference.

Donate by scanning the QR code or visit: theBSF.ca/donate

Partner With Us

Collaborate with us to create lasting impact. We welcome opportunities to work with organizations, businesses, and community partners who share our commitment to building stronger communities.

For more information about partnering and to connect with us, please contact: philanthropy@theBSF.ca

Stay Connected

Follow us on social media or visit our website to learn more about our programs, celebrate stories of impact, and discover ways to get involved throughout the year.

The Brenda Strafford Foundation



theBSF.ca



[@The Brenda Strafford Foundation](https://www.linkedin.com/company/the-brenda-strafford-foundation)

Dr. Barrie Strafford Centre for Learning, Innovation, & Quality



Golnnovate.ca



[@BSF Dr. Barrie Strafford Centre for Learning, Innovation & Quality](https://www.linkedin.com/company/bsf-dr-barrie-strafford-centre-for-learning-innovation-quality)

Heart Home Network



HeartHomeNetwork.ca



[@hearthomenetwork](https://www.instagram.com/hearthomenetwork)



theBSF.ca/donate



Sources

¹World Health Organization: who.int/europe/news-room/questions-and-answers/item/long-term-care

²Women's Shelters Canada: endvaw.ca/wp-content/uploads/2026/03/Second-Stage-Shelters-Report-Infographic-2.pdf

³2025 Joint Shelter Report: thebsf.ca/media/files/upload/Joint_Shelter_Report_2025_nov17.pdf

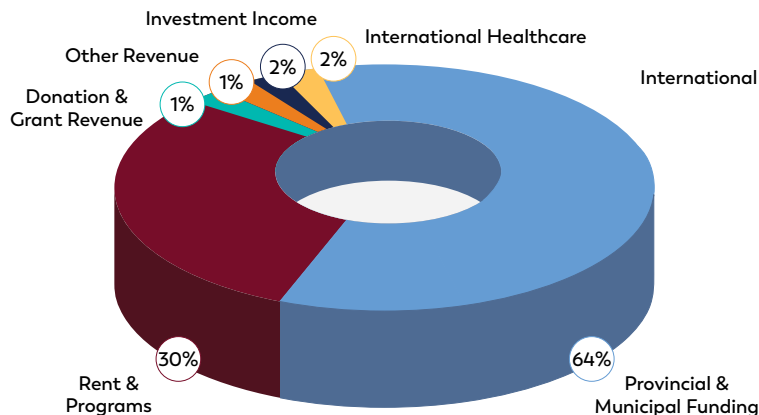
⁴World Health Organization: who.int/health-topics/blindness-and-vision-loss

⁵Pan American Health Organization: paho.org/en/topics/visual-health

⁶CLIQ, Family-Style Dining Report: [thebsf.ca/media/files/upload/Family-Style%20Dining%20Report%20\(1\).pdf](https://thebsf.ca/media/files/upload/Family-Style%20Dining%20Report%20(1).pdf)

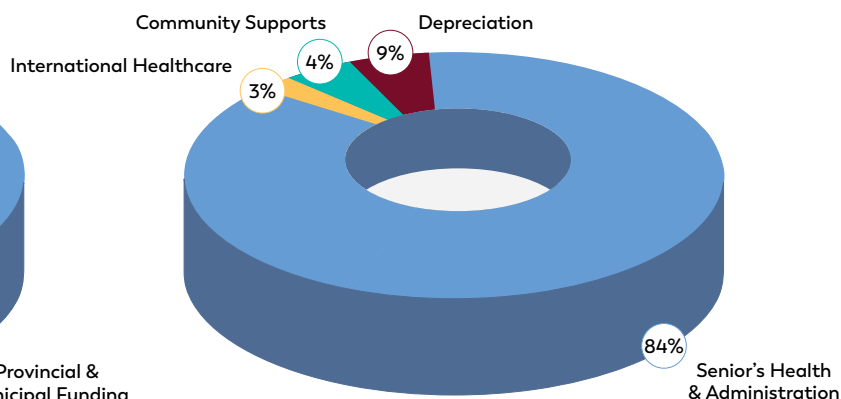
Board Reports

2025-26 Sources of Revenue



Total Revenue: \$122.37M

2025-26 Expenditures



Total Expenditures: \$124.78M

Finance Committee

Committee Members:

Joel Vorra (Committee Chair)
Rajesh Ghosh
Dilpriya Mangat
Clayton Sissons

Committee Purpose:

The Finance Committee shall oversee and report to the Board of Directors concerning the accounting and financial reporting processes and the 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.

Governance Committee

Committee Members:

Gary Duke (Committee Chair)
Rajesh Ghosh
Hilary McMeekin
Clayton Sissons

Committee Purpose:

The Governance Committee provides strategic leadership by setting direction, making policy and strategy decisions, overseeing and monitoring organizational performance, reviewing overall accountability and providing recommendations to the Board.

“The Finance Committee is proud to steward a strong financial foundation built on BSF’s rich legacy, while confidently supporting the next chapter of change and innovation. Our philosophy, “The Preservation of Dignity and The Pursuit of Happiness,” will continue to guide BSF’s mission in years to come, and the Finance Committee is ready to support this new era of change.”

“This past year, the Governance Committee remained focused on accountability, compliance and strong governance through a significant period of change. As we navigate the transition of our continuing care communities to Optima Living, these priorities continue to guide our work. Guided by Pursuit 2028, we remain committed to responsible governance and meaningful impact for those we serve.”

Health Quality and Safety Committee

Committee Members:

Noreen Linton (Committee Chair)
Norma Jackson
Dilpriya Mangat
Roxanne Sissons
Tim Stauff
Clayton Sissons (Ex-officio)

Resident & Family Advisory Representatives:

Debbie Ricalton (Co-Chair)
David Severson (Vice-Chair)

Committee Purpose:

The Health Quality and Safety Committee assures the Board that processes are in place to continuously monitor and improve the quality and safety of health and health care for residents, clients, and families, including the quality of life and care processes and outcomes.

“In 2025-26, the Health Quality and Safety Committee provided strategic oversight to quality and safety initiatives with a focus on modernizing the BSF Resident and Family Advisory Council (RFAC) mandate. Through project based and collaborative initiatives, the RFAC helped enhance quality of care and quality of life for those we serve.”

BSF Cares Committee

Committee Members:

Roxanne Sissons (Committee Chair)
Norma Jackson
Noreen Linton
Dilpriya Mangat
Clayton Sissons (Ex-officio)
Tim Stauff

Committee Purpose:

The BSF Cares Committee will ensure that the foundation has a comprehensive approach to governing and managing activities and services the foundation identifies as 'BSF Cares' operations including international healthcare and local community supports. The committee assists the Board in the fulfillment of its responsibilities by ensuring that policies, systems and processes governing BSF Cares activities are implemented.

“The BSF Cares Committee continued successful oversight of the Foundation's international operations and local community supports. In Haiti, Institut Brenda Strafford completed installation of a solar-battery power system. In Jamaica, Livwell by the BSF continued providing services after Hurricane Melissa. In Dominica, the BSF Eye Centre, run by the Government of Dominica, increased service impact. Across the Caribbean, BSF co-launched the development of a regional strategy for eye health in the Eastern Caribbean and continued co-chairing the Caribbean Eye Health Alliance. Locally, Heart Home Network continued to support survivors of domestic violence, expanding outreach programs and launching a community education initiative.”

Human Resources Committee

Committee Members:

Hilary McMeekin (Committee Chair)
Gary Duke
Noreen Linton
Joel Vorra
Clayton Sissons (Ex-officio)

Committee Purpose:

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

“This past year, the Human Resources Committee focused on strengthening mental health and hospitality across BSF. Key initiatives included the launch of a new Employee Assistance Program, providing employees with confidential access to mental health and well-being supports, and TEAM by headversity, which brings practical resilience and well-being learning into team meetings. We also continued to foster employee connection through Fun Squads and support learning and growth through the Employee Education Fund and BSF Kids' Education Fund. These initiatives reflect our continued commitment to supporting our people and fostering a positive workplace culture.”



The Preservation of Dignity and The Pursuit of Happiness



theBSF.ca

Charitable Registration #105198873RR0001