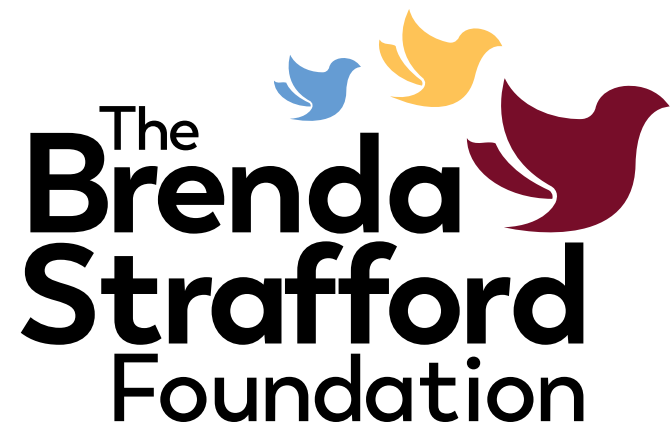




Let's Be Strong - Together





Pursuit 2021 2018-2021 Strategic Plan

Our Values

Quality

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

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.

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 CEO



As we commence the start of the New Year, 2021, I welcome this opportunity, on behalf of The Brenda Strafford Foundation Executive team, to extend sincere appreciation to all residents and families for your ongoing understanding, cooperation and resilience and to all Foundation employees for your courage, commitment and compassion throughout the past year.

Last year was a particularly challenging year as we all adapted and responded to the impact of the COVID-19 global pandemic.

All around the world, healthcare workers are among the essential workers who societies are counting on the most to respond under unique and very difficult circumstances. Our staff continued to rise to the challenge, time and time again, throughout the past year. I am exceptionally proud of the incredible and impactful response from all of our staff in managing the impacts of COVID-19 within our sites.

We have responded to prevent and contain outbreaks. We have responded to the continuously changing public health orders for continuing care. We have responded to meet the needs of our residents and families in unique and innovative ways to continue to optimize well-being and enrich the lives of those in our care. We have responded to protect the health and the safety of ourselves, each other, our residents, our families and loved ones, and our communities.

And we must continue to do just that. We cannot let our guards down now.

The start of 2021 comes with renewed hope on the horizon, thanks in large part to the arrival of the COVID-19 vaccine, however, the serious risk of COVID-19 outbreaks still remain a very real threat. While we can be optimistic for the future, we must also continue to remain vigilant in the critically important, life-saving health and safety practices in defence against this deadly virus.

As we reflect on 2020, despite the challenges we have faced, we have a lot to be proud of over the past year. Some highlights from 2020 include breaking ground on the construction of the new Clifton House in February, the opening of Cambridge Manor in July, and most recently, The Foundation being named Innovator of the Year by the Alberta Continuing Care Association, as well as an employee from Bow View Manor's Adult Day Program being named a recipient of the Care Provider 'COVID Heroes of the Year' award.

As we look ahead to the future, we have a lot to look forward to. I take this opportunity to wish you all continued health and prosperity for the New Year, and to thank you for once again for your ongoing courage, commitment and compassion throughout the past year.

Together, we must remain 'BSF Strong.'

Mike Conroy
President and CEO

Innovation, Research & Quality

ACCA Awards of Excellence

The ACCA Awards of Excellence highlight individuals and organizations dedicated to improving the quality of life of the people in their care. The Foundation is honoured to be recognized in the industry for our contributions to optimizing the well-being and enriching the lives of those we serve, especially during these challenging times.



Front from left: Sarah Allen (Care Provider of the Year Recipient), Navjot Virk, Research and Innovative Practice Manager, and Stacy Liu (Care Provider of the Year Finalist) pictured with representatives from BSF and Bow View Manor.

Innovator of the Year 2020

The Brenda Strafford Foundation was named 'Innovator of the Year' for a second time, as we previously received this prestigious industry recognition in 2018. This is a testament to The Foundation's ongoing commitment to research and innovation in seniors' care, as we strive to constantly improve and innovate our approaches to care and services not only within our sites, but also within the communities where we operate, and beyond.

The Foundation's commitment to research and innovation that drives continuous quality improvement is evidenced by our several industry-leading clinical practices such as our COVID-19 response including establishing Isolation Units, as well as our ongoing clinical programs. This recognition also celebrates programs such as our BSF 'Rhythms of Life' Drum Circles, 'The BSF Way,' and 'Pursuit of a Lifetime' initiatives that all help to improve resident quality of life.

Care Provider of the Year 2020 – "COVID HEROES"

Sarah Allen is a Recreation Therapist Aide from the Bow View Adult Day Program (ADP). Due to COVID-19, all ADP were mandated to close. Sarah returned to Bow View Manor in July, and quickly put a plan in place to engage all 120+ clients from a distance. Sarah developed our "Staying Connected" program which includes daily virtual activities such as seated exercise, virtual tours, musical entertainment, interactive word games, reminiscing, and soon she will be doing art programs! She also completes countless phone calls and sends out activity packages to make sure our clients without computers can stay connected as well. There was a noticeable improvement in the well-being of clients once "Staying Connected" began, stating their world is "a little more normal" and "a little less lonely."

Congratulations Sarah for being selected as a deserving recipient of this award!

Special mention also to Stacy Liu, RN, from Bow View Manor for also being named as finalist in this category.

Pursuit of a Lifetime

In 2020, BSF was proud to launch 'Pursuit of a Lifetime,' an initiative designed to inspire our residents to continue dreaming and pursuing their passions and goals.

The impact of COVID-19 has meant that we have had to adapt this program to work within the current pandemic environment. But with some creativity and imagination, we have still been able to realize the dreams of our residents. Some of the wishes we have received are even:

Pursuit of a Lifetime is an initiative of the Brenda Strafford Foundation and unique to our community. The Pursuit of a Lifetime Committee reviews and approves all wishes.

In November 2020, the first round of wishes was reviewed and some of the wishes were:

- An accordion
- Oil painting
- Piano
- Subscription to a magazine
- Spa treatment
- Meal delivery
- Stealing a car
- Skin care
- Music lessons
- Numbers

One very special wish was for a husband to be with her through the end of her life. The wish was granted and the husband was able to be with her through her journey at the end of life.

Have you or your loved one living at a Brenda Strafford Foundation Manor always dreamed about doing something special? Do you have a wish or ambition that would bring you joy or fulfilment?

Wishes can be submitted via our online application form through www.thebsf.ca or by paper application (available at reception). Anyone can submit a wish for a resident.

If you have any questions or feedback about this initiative, please contact us anytime at pursuitofalifetime@theBSF.ca or 403.536.8684. We look forward to supporting our residents' wishes come true through 'Pursuit of a Lifetime,' in the spirit of our philosophy: The preservation of dignity and the pursuit of happiness.



Innovation, R

ACCA Awards of Excellence
Pursuit of a Lifetime

Innovation, Research & Quality

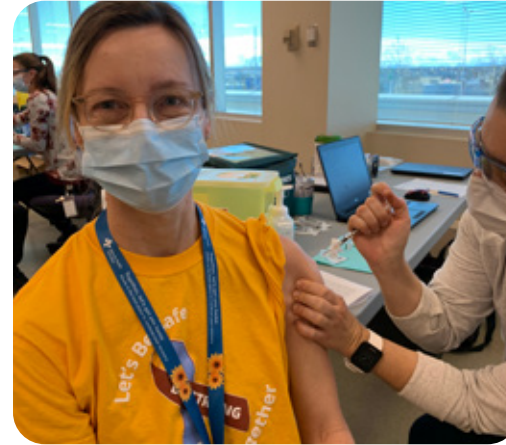
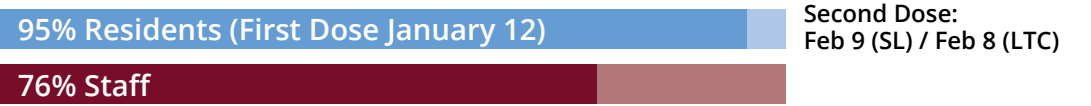
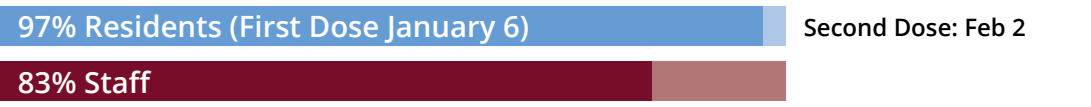
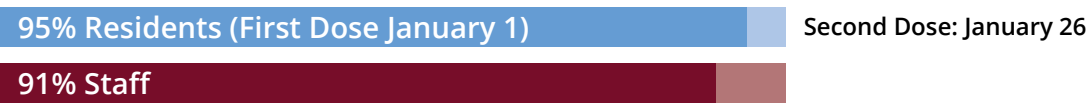
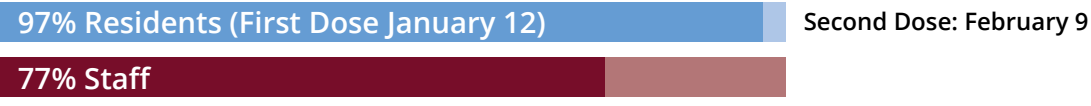
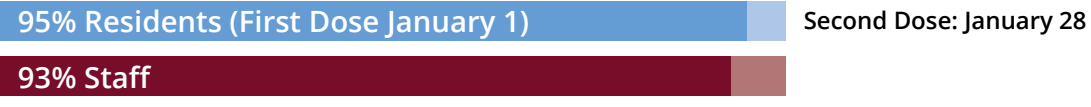
COVID-19 Immunization Progress

The Brenda Strafford Foundation strongly encourages - and expects - all eligible staff and residents who are able to be immunized to get this life-saving vaccine. The vaccine offers hope in the fight against COVID-19 and we must do everything we

COVID-19 Immunization Progress

Supportive Living
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VID



"I am so lucky to get vaccinated! Now everywhere I go, I'll be safe and so will everyone else."

Dr. Maryjane Shankel, Medical Director



"I got the vaccination because I want the team to continue its great work safely."

Dr. Randall Sargent, Medical Director



"I got vaccinated because I know the vaccines are safe, effective, and the only way to end this pandemic."

Mike Conroy, President and CEO



"I got vaccinated to help end the spread of COVID-19, and to protect residents, colleagues and my family."

Jenny Robinson, Chief Operating Officer



"I got vaccinated to do my part in protecting the most vulnerable in my community."

Karyn Golem, Chief Financial Officer



"I stayed calm and got vaccinated. Because it will save lives."

Leo Escandor, Administrator, Clifton Manor



"I got the vaccine because it is safe. And it will save lives."

Emile Enongene, Director of Nursing, Clifton Manor



"I got the vaccine to protect myself and others."

Zahra Ladha, Social Worker, Clifton Manor



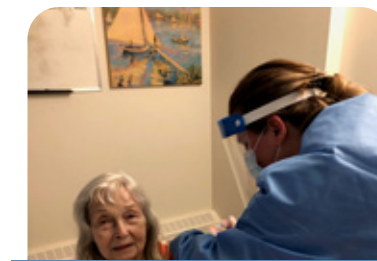
"I got vaccinated because I love the people I serve and their lives are precious to me."

Kristen Ingram-Cotton, Site Support Lead Wentworth Manor



"I got vaccinated to protect our Bow View Family!"

Ameira Steidl, Recreation Therapist, Bow View Manor



COVID-19 Vaccine FAQ

COVID-19 Vaccine FAQ

Why is immunization important?

We all must do our part to protect one another. Immunization is the single most effective means of protecting yourself, and your loved ones from COVID-19. With the arrival of the COVID-19 vaccine in Alberta, we will have the opportunity to slow the spread of the virus, and ensure our most vulnerable and at-



"I got vaccinated to have peace of mind knowing that I am keeping not just myself safe but everyone around me - my family, my colleagues and especially our residents."

Maricar Cantos, LPN, Bow View Manor



COVID-19. It has achieved this by carefully reviewing all of the scientific data and evidence for vaccines and accelerating purchases of the vaccines. Canadians can be assured that standards of safety, efficacy and quality have not been compromised to expedite the approval of COVID-19 vaccines.

Can the COVID-19 vaccine give me a coronavirus infection?

No. As these mRNA vaccines do not contain the virus, it cannot give you COVID-19.

What are the possible side effects of getting the COVID-19 vaccine?

Like all common vaccines (including the annual flu shot), there can be some side effects from the COVID-19 vaccine, but they tend to be mild and go away in a few days. Potential side effects may include: Redness, swelling, or feeling sore where you had the needle; Feeling tired; Headache; Fever or chills; Body aches or sore joints; Vomiting (throwing up) or loose stool (diarrhea).



When can staff return to work after getting the COVID-19 vaccine?

Staff can (and are expected to) return to work immediately after getting the COVID-19 vaccine – if you do not experience any side effects from the vaccine that are consistent with symptoms of the COVID-19 virus. There is no reason for staff to remain off work for any period of time following getting vaccinated, as long as you do not experience any side effects, you can work immediately after getting the vaccine.

If you experience any of these side effects, you will be required to stay home until they resolve as per COVID-19 public health requirements and health screening upon entry to work.

Similar to the influenza vaccine, the following steps should be taken after getting the COVID-19 vaccine:

- Continue to monitor yourself for symptoms
- Individuals who develop symptoms should stay home and isolate until the symptoms resolve
- If symptoms resolve within 48 hours after onset, the individual can return to normal activities (including work), unless they have been instructed to isolate for other reasons
- If symptoms persist longer than 48 hours, and are not related to a pre-existing illness or health condition, individuals must continue to stay home, contact 811, or complete the online COVID-19 online self-assessment tool for testing

Should pregnant or breastfeeding women get the vaccine?

Women who are pregnant or breastfeeding should be offered vaccination at any time if they are eligible, and no contraindications exist, especially if they work in a high risk environment such as health care and continuing care. The risk of infection and/or morbidity from COVID-19 outweighs the theorized and undescribed risk of being vaccinated during pregnancy or while breastfeeding and women should not be precluded from vaccination based on pregnancy status or breastfeeding.

If I have already had the COVID-19 virus, should I still get the COVID-19 vaccine?

Yes. Previously having the COVID-19 virus does not guarantee ongoing immunity, and anyone previously positive for the COVID-19 virus should still get vaccinated.

For more 'Frequently Asked Questions' and information visit: www.ahs.ca/covidvaccine

COVID-19 Important Reminders to Keep Us Safe

We wish to remind you of the critical importance of your actions not only in the workplace, but also at home and in the community, to help BSF reduce the risk of exposure and spread of COVID-19 in our sites.

- Clean your hands often

COVID-19 Important Reminders to Keep Us Safe

frequently

community

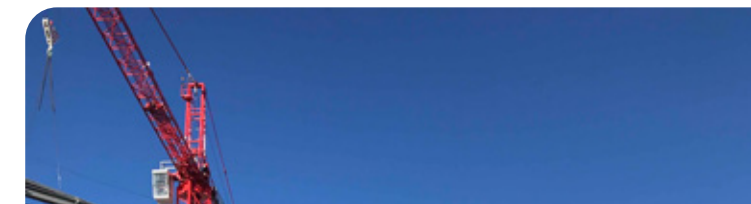
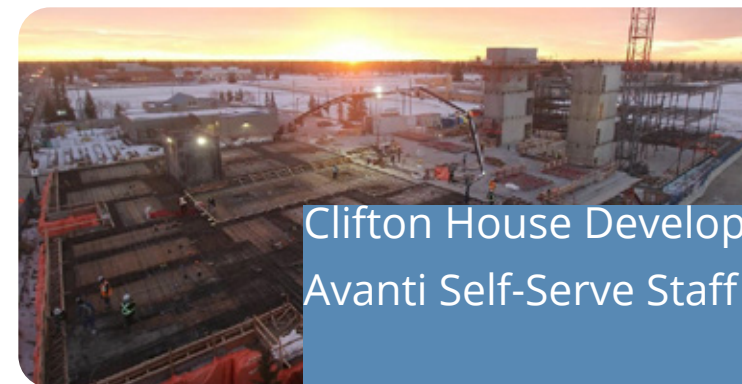
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As with all vaccines, there is also the chance of an allergic reaction and people with known allergies to any of the vaccine's ingredients should postpone immunizations for the time being.



Clifton House Development



Clifton House Development Avanti Self-Serve Staff Scheduling

Avanti Self-Serve Staff Scheduling

Over the past few months The Brenda Strafford Foundation has been working to transition its timekeeping (time clocks) and scheduling system from Kronos to Avanti. This change is almost complete at all BSF sites!

Along with new time clocks that utilize finger print and facial recognition, staff now have access to exciting new scheduling features through Avanti Self Service. This is an online portal where you can pick up vacant shifts, view your schedule, provide your availability, request vacation time, view your pay stubs and more!

For more information on the portal, including access to a training guide and training video, visit www.theBSF.ca/scheduling.

The schedulers will also be using Avanti to fill vacant shifts rather than making phone calls to staff. When a shift needs to be filled, it will be posted through Avanti. Any staff who are available can then request to pick up the shift. Phone calls will only be made if the scheduler cannot fill the shift through Avanti, so we encourage you to log into the portal and try it out! More information on this process, including step-by-step instructions, is available in the training materials.

We are excited about this change and the ability to provide staff with better ways to manage their own schedule. If you have any feedback you wish to share, please contact Andrea MacNeil at Andrea.Macneil@theBSF.ca.



Human Resources

PIR Audit Success

Great News: BSF Receives 90% Score on the 2020 PIR Audit

The Brenda Stafford Foundation is committed to the health and safety of all our employees. We demonstrate this commitment by voluntarily conducting audit reviews to ensure that we are meeting not only legislative requirements but Partner's in Injury Reduction (PIR) standards.

In December 2020, the Continuing Care Safety Association (CCSA) concluded our external PIR Audit. We are pleased to inform you that the BSF passed the audit with a score of 90%, and received its 3-year Certificate of Recognition (COR). The passing score is 75%.

Below are the key highlights from the audit report.

The Foundation received a perfect 100% score on the following elements:

- Management, Leadership and Organizational Commitment
- Qualifications, Orientation and Training
- Emergency Response

Hazard Assessment and Hazard Control elements received a score of 88% and 77% respectively.

- Recommendation are to adjust how we are assessing each hazard to better identify high hazard tasks and include specific wording in the policy that addresses changes to equipment and processes.
- To strengthen our process, the PIR committee is re-vamping and updating the tracking of the task analyses; this will be rolled-out across all Manors, including education on task hazards and hazard controls.

The Joint Worksite Health and Safety Committee element received the lowest score – 62%.

Recommendations include the following:

- Update Terms of Reference to address how the Organization shares information amongst all of our Manors.
- Ensure all committee members are trained; and are aware of their responsibilities, and are able to meet the role requirements
- Address "Corrective Actions" at all committee meetings
- Make sure Inspections are completed effectively and on time.

The PIR Committee is committed to implementing the audit recommendations, and continuing to work with the IDQI teams and all employees to strengthen the BSF Occupational Health and Safety Program.

We take this opportunity to convey a big THANK YOU to all those who participated in this year's external audit and contributed to our successful results. The PIR Committee, along with many other BSF teams across all Manors came together and worked hard during the past several months to prepare for this audit, despite the pandemic and other urgent matters that we were all dealing with. Your commitment to the health, safety, and wellbeing of our employees, and your dedication to the Foundation is truly admirable and appreciated. The way the BSF teams all came together to collectively achieve this result is a testament to your commitment to the BSF values. Thank you to each and every one of you for your continued commitment to keeping yourself and those that you work with safe!

CONGRATULATIONS, and WELL DONE!



"12-Days of Holly Days" Staff Appreciation

As we were unable to gather together and celebrate in-person as we normally would this time of year at The Foundation's Annual Holiday Party, in 2020 BSF re-imagined our annual staff recognition event to bring you... "12 Days of Holly-Days!"

From December 13-24, all staff throughout The Foundation were invited to join us in celebrating BSF's "12 Days of Holly-Days" featuring theme days, festive fun, treats and giveaways from our BSF Holly Jolly Elves, and more, to celebrate our staff. Following on from the traditions of the annual holiday party, this year's celebrations also included a "Virtual Talent Show," plus presentations recognizing Long Standing Service employees and The Foundation's annual Employee and Team of the Year Awards.



Recognizing Long-Standing Service

BSF proudly celebrates our many long-standing employees that have provided The Foundation with a long history of commitment, dedication, and exceptional service. Congratulations to all employees who have celebrated service milestones in Q3 (October-December 2020).

Bow View Manor

Rosalyn A.	5	Noelle J.	5
Kamaljit Kaur B.	5	Irene N.	5
Gleah L. C.	5	Ofelia P.	15
Munira Jundi I.	5	Yongju L.	10
Tanvi P.	5	Fiona R.	10
Janice R.	5	Jill E.	20
Glenda C.	5	Connie B.	25
Maria Sheila M.	5	Johana G.	35

Cambridge Manor

Brian D.	5
Meghan D.	5

Clifton Manor

Joey K.	5	Susanne O.	20
Prabhjot R.	10	Maricyl F.	20
Winnifred V.	10	Lilibeth P.	30
Rebecca V.	15		
Gilda R.	15		

Wentworth Manor

Cristita P.	5	Mutita N.	10
Ruth P.	5	Frances C.	15
Fasil A.	10		
Betelehem A.	10		
Crisostomo R.	10		

Employee and Team of the Year

BSF was proud to present the annual Employee of the Year and Team of the Year awards during the '12 Days of Holly Days' celebrations. Congratulations to all 2020 Employee of Year and Team of the Year recipients from across The Foundation.

While we congratulate these very deserving employees and Team of the Year recipients in recognition of their outstanding contributions, I would also like to take this opportunity to thank all employees throughout The Foundation for your ongoing commitment and contributions – Together, we are BSF Strong!



BSF Corporate Employee of the Year: Anny Desjarlais, Payroll Administrator

Anny has been instrumental in the implementation of the new Avanti self-serve software at BSF. She has collaborated effectively and demonstrated commitment and diligence to support this major undertaking to improve our finance, human resources, and operational functions throughout the organization. Anny has also demonstrated exceptional commitment behind the scenes during the COVID-19 pandemic, responding to process the significantly increased additional payroll requirements such as sick leaves, ROEs, and other important functions to ensure there are no disruptions and to provide ongoing support for the livelihoods of our employees.

For each Manor's Employee of the Year see the What's The Buzz section Staff Spotlight.



BSF Team of the Year: Unit 600 and Isolation Unit, Clifton Manor

This award recognizes the extraordinary courage of the staff who worked in The Foundation's first resident outbreak on the Unit 600 neighborhood and The Foundation's first active COVID Care Isolation Unit at Clifton Manor. Many staff volunteered to work in the COVID Care Isolation Unit, despite the uncertainty in the early days of the pandemic, to continue providing care and services for our residents and effectively contain the virus from spreading further throughout the site. Some of these staff members were even new HCAs and LPNs, who learned to care for our residents under these very difficult circumstances. All staff in the Unit 600 neighborhood eventually ended up caring for COVID-19 positive residents, and all staff in the affected neighborhood continued to demonstrate exceptional compassion and commitment, despite the risks to their own health and wellbeing.

"UofC Loves BSF" Appreciation Parade

On Friday January 22, our friends at the University of Calgary showed their appreciation and support for our staff and residents with "UofC loves BSF" Appreciation Parade visiting all of our sites.



What's The Buzz?

Bow View Manor

Each resident received a Halloween treat bag from Therapeutic Recreation staff with stickers, a spider ring, orange or black bracelet & chocolates.

Lisa Tom, RTA created a non-denominational church service for our residents so we are able to run smaller services on the floors.

Lisa also revamped our Remembrance Day Service by a welcome address, O Canada, in Flanders Field, the last post, moment of silence, Reveille, pray and ended with a thank you. Lisa read and played the required information of our Bow View Manor intercom. The feedback was excellent from residents!

Bow View Manor assisted residents with individual Christmas cards to families via email and sent to those with no emails via mail. Therapeutic Recreation encouraged residents to choose their favorite background for their photo and write their name. This is something the residents are able to give back to their families during this difficult time. Residents were so proud they were able to give their loved a gift this holiday season!

Testimonials from families:

"What a beautiful email to receive. I cried when I opened it. You are the best because you constantly look for the joy and do not let the state of things hamper your creativity."

"Thank you thank you! Our entire family is so thrilled and truly grateful for the unexpected warm greetings. Brought tears, the good tears."

"You always seem to amaze us with the incredible care, dedication, selflessness, support and love you display every day. This was another example of the amazing things you "just do" for not just our loved ones but us too!"

While still making the spirit bright for this season, Therapeutic Recreation handed out gifts the week before Christmas from our volunteer groups. Each resident received a 1:1 visit and some time spent helping to open their gifts. Christmas cards from several volunteer groups were also delivered to residents. The Magic of Christmas Group provided an outdoor "Santa & Elf Visit" which brought smiles and excitement to our residents.

Hot chocolate & Baileys with Christmas cookies was served on Christmas Eve.

New Years was a hit with prosecco & cranberry juice with a variety of appetizers for lunch with a countdown to New Years somewhere in the world!

Therapeutic Recreation also handed out Chocolate Santas from Purdy's to all residents with stickers, note booklets, pen, and candy canes.

We would like to thank our annual groups for donating individual personalized Christmas gifts to our residents as well as generic gifts for those who have limited supports and family.

A HUGE THANK YOU to Santa Secret Services, Shannon H. and her amazing volunteer group, The Three Musketeers.



An enthusiastic reaction to our outdoor Santa & Elf visit.



A beautiful gift of a Dream Catcher was proudly displayed by this resident.

Bow View Manor Employee of the Year: Debbie Willemssen, Housekeeping

Debbie continually delivers amazing service as a member of the Housekeeping department. She is personable, courteous, and attentive to residents and staff. She truly cares for residents and always takes time to check-in and provide a personal touch. Debbie strives to provide person-centered care and services, and continuously goes above and beyond her housekeeping duties to ensure residents are comfortable, well taken care of, and feel at home. Debbie shines working as part of the team, and she lives and breathes the values of the organization to provide support to residents and colleagues alike.



Customized "cowboy" themed gift from our Santa Secret Services Volunteer Group.



A proud Blue Jays fan displaying his new fan ware received from the same volunteer group as above.



Happy resident displaying her Santa Secret Services Volunteer Group gift of super cuddly stuffed animals.

What's The Buzz?

Cambridge Manor

Cambridge Manor was thrilled to welcome new residents throughout the fall and winter and watch as the building filled!

In the fall of 2020, Cambridge Manor continued to find creative and innovative ways to meet the needs of the residents despite the various challenges brought on by the COVID-19 pandemic. November saw small gatherings in the building for Remembrance Day with reminisce groups, a virtual ceremony, a virtual concert performance, poppy art crafts and a reading of Flanders's Field. Cambridge Manor teamed up with a local grade three class for a pen-pal program and resident's enjoyed writing and receiving letters from the students bi-weekly. We safely exchanged letters four times between the same senior and student and look forward to continuing this program in the New Year.

While the Holiday season was very different this year, the team at Cambridge Manor found creative ways to keep the holiday spirit bright! Residents posed with a smile in front of our Christmas trees and chose a card to attach the photo to and sent it to their families via email with a holiday message. We delivered themed holiday drinks, such as Candy Cane Hot Chocolate via cart with Christmas music for the residents to enjoy. The recreation team and kitchen teamed up to incorporate 'Treat Thursday' each week serving holiday goodies via cart, another tradition we will continue in the New Year! Residents enjoyed gingerbread-men, shortbread cookies, and more! Santa Claus and his Elves' also made an appearance visiting the residents of Cambridge Manor, delivering candy canes and individually wrapped Purdy's chocolates to residents. Residents each also received Christmas cards and poinsettia's generously donated by Horizon Church which lifted resident's spirits and brightened their suites.

The recreation team was also able to expand the Virtual Visit calendar, offering timeslots throughout the holidays and many families were able to utilize this service and see their loved one on Christmas Day!

On New Year's Eve, residents enjoyed champagne and a variety of appetizers served to their rooms and hummed and danced along to Auld Lang Syne as the cart made its way down the halls!

In January, residents, families and staff were thrilled with the arrival of the first doses of the COVID-19 vaccine which was administered to residents of Cambridge Manor. Each resident received a brownie and rose from the team after their vaccination and there was much buzz and excitement for a brighter 2021.

January also saw the opening and admission of our first residents to the Stilton neighborhood! The team here at Cambridge Manor is thrilled to welcome new residents and staff to the team here! In January, Cambridge Manor reached a wonderful milestone when we welcomed our 100th resident! We celebrated the occasion with wine and cake for residents. We look forward to a brighter 2021!



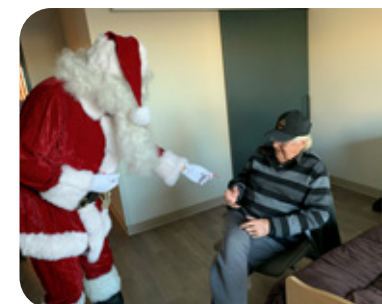
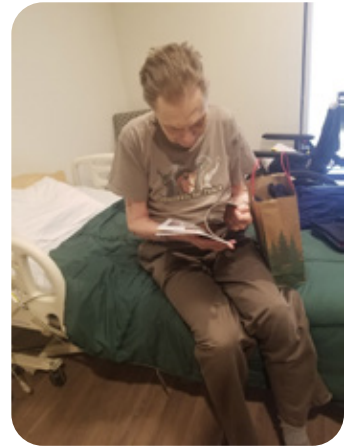
Cambridge Manor Employee of the Year: Chioma Ucheoma, Registered Nurse

Chioma is a dedicated RN who leads by example to support the team and contribute to the BSF's mission to provide high-quality person-centered care and services to optimize well-being and enrich people's lives. Not only is she dedicated to providing exemplary care for residents, she is also dedicated to providing leadership and support for her teammates, going over and above to help the team in whatever way is needed, and to ensure all staff are supported to provide the best possible care for residents and families.



Compass Group Cambridge Manor Employee of the Year: Sherry Luke, Housekeeping

Sherry joined Cambridge Manor one week prior to opening and she quickly connected well with both staff and residents alike and became a fixture for our memory care unit. In August she was promoted to Housekeeping Supervisor and has been instrumental in ensuring proper sanitation throughout the facility and more importantly has been a driving factor of success for team growth within the Housekeeping and Laundry departments.



What's The Buzz?

Clifton Manor

The end of 2020 and beginning of 2021 saw Clifton Manor experiencing a COVID-19 outbreak within its facility, but despite the challenges this brought, the entire team was dedicated to supporting our residents and bringing smiles to their faces.

The holiday season looked very different from previous years but our residents still enjoyed the treats, laughs, and memories that come with the celebrations. Christmas started with a festive Winter Wonderland display set up in all of the outdoor courtyards and front of the building with lights, wooden displays, and inflatable decorations to enjoy throughout the season. Santa's Treat Trolley also made door-to-door stops several times each week delivering hot and cold holiday beverages and a rotating selection of sweet 'n' salty treats that are reminiscent of many Christmas traditions. The holidays aren't complete without a visit from Santa and this time he was accompanied by Rudolph as they delivered Purdy's Christmas chocolates to our residents. The recreation team facilitated therapeutic, person-centered 1:1 visits with our residents which included short stories, musical memories, the distribution of weekly puzzle books, and engaging with our Tovertafel to support cognitive and physical stimulation.

This year we sent Christmas photos and cards to families as a surprise to spread cheer and bring smiles to everyone's face. The recreation team set up a miniature photo booth to take festive photos of our residents and it was such an incredible feeling to hear the laughs and see the bright smiles after a very tough few weeks. Our residents were so excited to be able to send these photos to their loved ones and hear about how surprised they were to receive them in the mail. It was even more wonderful to hear how much our families appreciated the photo and card during a time when visits and connectedness has been so difficult. The daughter of one of our residents expressed her heartfelt thank you for the sentiment: "Thank you for your kindness in sending a seasonal card and a picture of my mother. The picture is very special and truly appreciated. What a delightful program to provide to families at a time when visiting is so difficult. Thank you and bless you all for your hard work."



Clifton Manor Employee of the Year: Ana Malara, Health Care Aide

Ana is always caring, patient, empathetic and respectful to staff, residents and their family members. She demonstrates tremendous dedication to her job, and to the improvement of resident care at Clifton Manor, adopting 'The BSF Way' and leading by example. Ana always does the little things that make a big difference in the lives of residents and staff. She plays a pivotal role in ensuring effective teamwork, and her natural leadership and dedication was especially showcased during the initial COVID-19 outbreak when despite the uncertainty, Ana stepped up without hesitation to continue to care for residents, and in doing so, inspired confidence in her teammates working in an outbreak environment. Ana continues to be an advocate for residents and colleagues, and is a strong catalyst for positivity in the Unit 600 neighborhood.

After the unexpectedness of the 2020 year, our residents could not wait to say hello to 2021! They were treated to all the NYE goodies: party hats and glasses, mock-champagne, festive goodies, and a hum along version of Auld Lang Syne as we celebrated the ringing in of the New Year with various countries around the world. The phrase "out with the old and in with the new" has never been more relevant than it was this year and we are so excited to see what 2021 has up its sleeve.



Aramark Clifton Manor Employee of the Year: Dushyanth Pesaru, Chef

We are proud to celebrate the Clifton Manor Aramark employee of the year for 2020.

Dushyanth has worked as our Head Chef in Food Services since October 2015.

He has been a valuable team player and a part of our successes here at Clifton Manor.

Dushyanth works above and beyond job expectations helping the team overcome the many obstacles and challenges we have faced during this Pandemic.

His outstanding customer service, availability and willingness to help has been recognized many times.

We all thank you Dushyanth for the excellent work you do here at Clifton Manor.

You are truly an asset to our team.



What's The Buzz?

Tudor Manor

Lest we Forget. This phrase carries much more meaning this November as we pause to remember our veterans who not only made ultimate sacrifices for our country, but also for those seniors impacted by Covid-19. While we could not provide our traditional Remembrance ceremony with members from our local Royal Canadian Legion, we honoured the day with 3 special services for each neighbourhood, all including a laying of the wreath ceremony by a chosen resident veteran. Even though our ceremony had to be scaled back this year, the heartfelt emotion was certainly present during this time of remembrance and reflection.

So, what happens when our residents can't go on our monthly trip to Tim Hortons? Well, we bring Tim Hortons to them of course! But simply serving them is not Tudor's style, instead we created our very own drive-thru for residents to "pull up" to! We did our best to recreate the experience including a line-up, menu, speaker and even a window to pick up their order! Thanks to Julie T. (Recreation Therapist) who not only thought of the awesome idea, but also took it upon herself to contact our local Tim Horton's to help us out. Now, we have an ongoing partnership with Tim Hortons Okotoks who donates coffee, donuts and muffins to all residents and staff every month!

The Christmas season was extra special this year for the residents of Tudor, even given our current circumstances. It began with our "Light up the Lives of our Seniors" campaign with a goal to install Christmas lights outside for our residents to enjoy. We are so grateful for the community response that helped us transform our grounds and courtyards into Winter Wonderlands glowing with Christmas lights, which in turn have been glowing the hearts of all our residents, families and staff. As the most vulnerable population affected by the global pandemic, our seniors were in the hearts of so many who wanted to make the holidays extra special for them! We were so overwhelmed by the outpouring of gifts and homemade cards for our residents this year. In addition to a gift from BSF, all 152 residents also received a special gift donated from a generous donor in the community. The Recreation Therapy and Nursing teams had fun being Santa's elves to make sure each and every resident received their gift by Christmas morning.

Happy New Year! As we said good riddance to 2020, all staff joined residents during their special New Year's Eve lunch to ring in the New Year and toast to a happier & healthier 2021. As we look forward to the New Year ahead, it is filled with hope and optimism as residents prepare to receive their first Covid-19 vaccination in the coming days.

The Tudor team rallied together, as it always does, and in partnership with Okotoks Public Health, administered the first dose of COVID-19 vaccine to residents on January 6th. The day started with a physically distanced team meeting and welcoming of the vaccine, brought by our Okotoks Public Health partners. Vaccination stations on each neighborhood were manned by volunteers from all departments and vaccines were administered by Public Health, TM administration and Program Managers. Our most senior resident, Ethel Markstrom (age 103) was the first resident to receive the vaccine. Residents were provided with a flower, thanks to a joint donation from Sobey's and our generous Recreation Therapy team. They also enjoyed ice cream sandwiches in the 'recovery' lounge areas while under the watchful eye of our AHS site partners, ready to address any adverse reactions. Thank you to all Tudor Manor, Aramark, BSF and AHS staff and in making this huge undertaking a success!



Tudor Manor Employee of the Year: Julie Trotter, Recreation Therapist and PIT Coordinator

A dedicated employee for the past four years, Julie has established herself as a valuable member of the Therapeutic Department and the Tudor Manor team and is always looking for ways to improve the lives of residents, families and staff at Tudor Manor. This has been especially true throughout the COVID-19 pandemic as she continued to find creative ways to engage residents, improving their quality of life in meaningful ways. Not only has Julie been focused on supporting the well-being of residents, she also goes above and beyond to recognize and appreciate the hard work of staff.



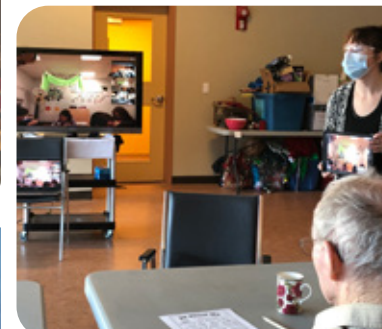
Aramark Tudor Manor Employee of the Year: Darleen Robertson, Housekeeping

We are proud to celebrate the Tudor Manor Aramark employee of the year for 2020. Darleen has worked as a housekeeping attendant since September 2017. She has been a valuable team player and a part of our successes here at Tudor Manor.

Darleen works above and beyond job expectations helping the team overcome the many obstacles and challenges we have faced during this Pandemic. She had worked shifts when we were short staffed. She helped us training/onboarding new staff to Tudor Manor.

Her outstanding customer service, availability and willingness to help has been recognized many times.

We all thank you Darleen for the excellent work you do here at Tudor Manor. You are truly an asset to our team.



What's The Buzz?

Wentworth Manor

In the Fall, Wentworth Manor remained vigilant and creative as we continued to find new ways to navigate each day despite ongoing outbreaks and various changes to visitation. Whether it was promptly resuming group activities or initiating more virtual calls with families, our priority was to continue to foster a sense of connection for our residents.

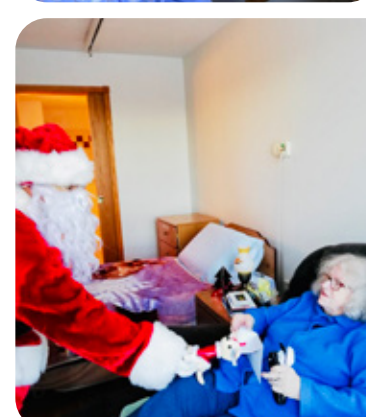
When we were on outbreak, our staff provided residents with 1:1 opportunities for exercise, music, art, colouring, games and conversation. This year, we learned new ways to celebrate our special occasions. Whether it was having a celebratory 'We're Off Outbreak' Happy Hour or a Halloween parade where the staff wore costumes, and danced to music while they went room to room to ensure all residents got a treat on Halloween. Before we knew it, the Holiday season was upon us and we 'decked the halls' to lift our spirits. In addition to our Christmas trees and mantels, we featured an extensive 'Christmas Village' display depicting a variety of scenes including a snowy neighbourhood and a carousel that actually spun around! There is no denying that this was a challenging festive season for all of us, as we experienced new restrictions to families visiting and frequently cancelled indoor designated visits. It was during this time that we continued to support our residents with regular virtual visits and worked hard to celebrate the '12 days of Christmas' with our residents. These 12 days offered speciality hot chocolate, Christmas cookies, festive outfits, activity books and crafts. We even hosted a special Christmas dinner and tried a "Snow Ball Fight" which was a great success in the Residence building. Leading up to Christmas, we created individualized cards that were sent to each family on behalf of their loved ones and delivered surprise 'Secret Santa' gifts to the residents in both buildings. Knowing how difficult it would be to have reduced visitors on Christmas, we extended our virtual visits to include Christmas Eve, Christmas Day and Boxing Day. To Ring in the New Year, we delivered a card, treat and special drink for each resident. Many of us are grateful to see that 2020 is officially 'hindsight'.

At the beginning of 2021, we shared in our 'shots of hope' on January 12 as our residents received their first dose of the COVID-19 vaccine. To celebrate, each resident received a flower and the staff supported by wearing their 'We're BSF strong' t-shirts. We realize how extremely difficult outbreaks and the subsequent periods of isolation are, and we are amazed by the resiliency of our residents and families as we've navigated these uncertain waters. We will continue to remain vigilant, though we certainly hope to see more positive changes in the coming months!



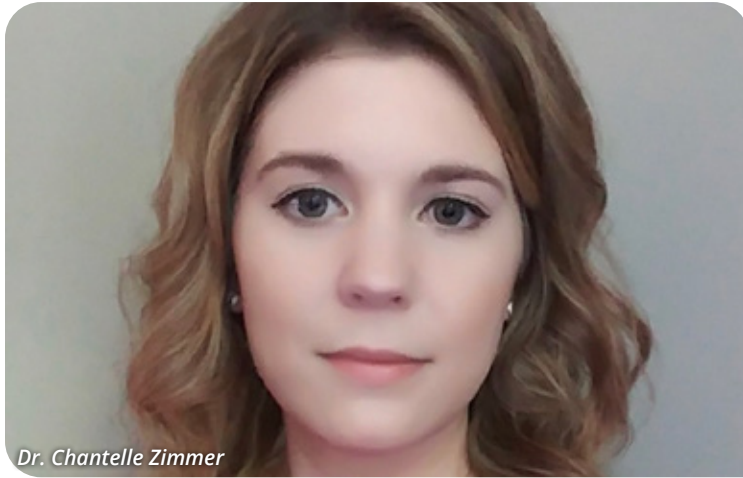
Wentworth Manor Employee of the Year: Rebecca Inder, HCA and PIT Coordinator.

Rebecca has proven herself to be a well-respected emerging leader at Wentworth Manor. She has demonstrated outstanding teamwork and leadership within the Adult Day Program (ADP), where she is an asset to the department and dedicated to supporting the diverse needs of clients and their families. Rebecca continues to contribute beyond the ADP department, as a representative on the Occupational Health and Safety Committee as the Process Improvement Team Coordinator at Wentworth Manor. Her positive attitude and collaborative spirit have contributed immensely to improving the quality of life for not only clients in the ADP program, but for residents, families and staff throughout Wentworth Manor.



University of Calgary

The Brenda Strafford Centre on Aging



Dr. Chantelle Zimmer

Recent highlights

As the COVID-19 pandemic began to unfold early in 2020, we were able to move our operations online with little disruption. Our focus the last several months has been on ongoing initiatives as well as public events related to the impact of COVID-19 on long-term care.

In July 2020, our Centre on Aging coordinated a Reverse Tradeshow event on “Rapid Solutions for COVID-19 in Continuing Care.” The event was co-hosted by the Brenda Strafford Foundation; the University of Calgary’s W21C, O’Brien Institute for Public Health, and Biomedical Engineering department; and the Glenrose Rehabilitation Hospital. Representatives of several Alberta-based long-term care facilities presented problems that arose during the pandemic that required technology-based solutions. Our event brought together 200 innovators, researchers, and other stakeholders. Examples of promising connections made during the afternoon event included discussions of portable ante rooms for donning and doffing personal protective equipment and tailored scheduling software to support coordinated family visitation during the pandemic.

In October, we were delighted to welcome Dr. Chantelle Zimmer to our team as our new Project Coordinator. Chantelle completed her post-doctoral fellowship with Dr. Meghan McDonough, a faculty member in the University’s Faculty of Kinesiology. Their research used Canadian Longitudinal Study on Aging data to better understand the role of social support in promoting physical activity among older adults, including those at increased risk of social isolation. Chantelle is supporting several administrative projects while also developing new research initiatives for the Centre.

In November, we hosted an Anatomy of a Pandemic Webinar titled “Infection Control vs. Isolation – Striking a Balance for Long-Term Care Residents During COVID-19.” Over 280 attended the evening virtual event, which featured keynote perspectives offered by infectious disease expert Craig Jenne and dementia advocate and family member Lisa Poole. Responding panellists included representatives from the Alberta Continuing Care Association and Alberta Health Services. A recording of the session and related resources are available online, please contact bscoa@ucalgary.ca for the link.

We look forward to moving into our dedicated office space in the Brenda Strafford Foundation’s newest facility, Cambridge Manor, once COVID-19 restrictions begin to ease. Stay tuned for our grand opening event.

The Brenda Strafford Chair in the Prevention of Domestic Violence



Lana Wells

Shift: The Project to End Domestic Violence is situated in the Faculty of Social Work, at the University of Calgary. This one-of-a-kind initiative is led by Lana Wells, the Brenda Strafford Chair in the Prevention of Domestic Violence. The purpose of Shift is to empower others to create the social conditions that will stop violence before it starts.

New Collaboration Helps Women Escape Domestic Violence

Author credit: Don McSwiney, Faculty of Social Work

In Alberta, hundreds of agencies and informal supporters do critical work serving women who are looking for help escaping abusive, violent relationships. Each of those organizations and supporters has a unique relationship with the people they serve, and each keeps their own data.

The problem is these formal and informal organizations have no way to share that data. No way to connect to show growing demand or to discover services that might be missing in part of the province. For users, finding services when they need them most can be frustrating.

It’s the old adage of not being able to see the forest for the trees.

A new collaboration called Data2Action, co-led by Lana Wells, University of Calgary Faculty of Social Work researcher, is looking to reveal that “forest” with a dashboard of real-time data that will better inform community-based agencies, government, researchers and policy-makers. The project will also help users by providing a convenient smart-phone app to help them find the services they need, nearest their location.

“It’s a game-changer,” says Wells, the Brenda Strafford Chair for the Prevention of Domestic Violence, with obvious enthusiasm. “And it’s so important right now. COVID-19 has created a pandemic of intimate partner violence within the global pandemic.”

As co-leaders in Data2Action, Wells and her research team will help make sense of the information and provide their expertise in safeguarding and using the data ethically. They are committed to an equity framework and will help lead knowledge mobilization to create policy and community responses focused on prevention.

Local Charitable Programs



The Brenda Stafford Society for the Prevention of Domestic Violence

On February 20, 2021 – we walk for the vulnerable. The Brenda Stafford Centre clients know the pain and stress caused by homelessness. This year, we are participating in the Coldest Night of the Year (CNOY) 5 km walk as team Calgary North. Join us in walking for those who need us the most.

Since 2011, CNOY has raised over \$33,500,000 in 144 communities across Canada. CNOY is Canada's (un)official walk for those impacted by hurt, homelessness, or hunger. Things will be a little different this year to keep everyone safe and make the event a success. All walkers will participate virtually, at their own time and pace on the day of the event (that means you can even do it with your dog). There is no registration fee: everyone is welcome. You just sign up, share on social media and fundraise! And when you raise \$150, you get a thank you toque for participating!

To learn more, register or donate, please visit: <https://cnoy.org/location/calgarynorth>

The Brenda Stafford Centre continues to be fully operational during the COVID-19 pandemic. We continue to provide safe and secure housing and comprehensive services such as trauma-informed counselling, basic need support and much more for adults and families at risk who have experienced family violence. Throughout the COVID-19 pandemic we have been generously supported by our donor community and partner agencies such as Soap For Hope, Leftovers Foundation, various restaurants in the community, and the YYC Heroes Project who have donated cloth masks for clients and staff. These agencies along with our community of individual donors and businesses have helped ensure our clients have access to basic needs items and a variety of pantry items and meals.

We often catch up with our former residents, and one of them recently and successfully moved back out into the community and is successfully supporting her family and a life free from violence.

"The Brenda Stafford Centre is a second stage shelter for women and their children. It also offers progressive (independent longer term) housing—which gave me choices. We could go there. That first call changed my life. I immediately felt empathy. 'Someone is hearing me! Someone understands!'.

My kids and I moved from the emergency shelter to The Brenda Stafford Centre for the Prevention of Domestic Violence. I felt welcomed, loved, and at home. My apartment was nicely furnished with all the basics. I left with nothing. The Brenda Stafford Centre greeted us with new bedding, food, toiletries, and continues to support my growing kids with things like winter coats and shoes. We all benefit from counselling programs that encourage independent living, setting of life goals, and self-care. There is a sense of family there.

The staff and other clients at The Brenda Stafford Centre have redefined what family means to my children and me. Family is respect for each other. Family is having fun. Family is support for each other's personal development. My kids are comfortable. They are happy. My kids are only now talking about their former lives and they know more than I realized. My youngest son recently said to me, 'Mom, you had to leave. They were not nice to you.'. It is important for my kids to respect me. I know they can respect me now. I am Courage."



International Charitable Programs



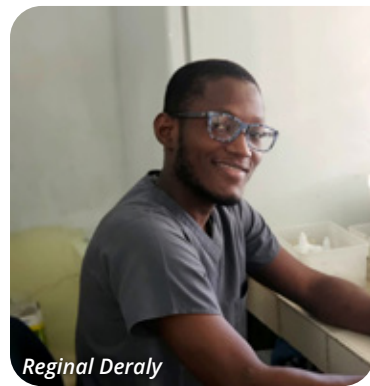
2020 Year End Recognition Event



Employee of the Year Award: Olita Pierre, Auxiliary Nurse



Award of Excellence recipient



Reginal Dery



Thony Italis



Pre-consultation and Patient Education Area

The Institut's new Pre-consultation and Patient Education Area was made possible through funding support by BSF along with donations from Sogebank-Haiti, the Rotary Club of Les Cayes, and individual donors.

IBS Long-standing Service Recognition:

Junante CHÉRY, Auxiliary Nurse	20 years
Rézilia GÉRARD, Cook	5 years
Olita PIERRE, Auxiliary Nurse	25 years
Nadia VALCOURT, Medical Lab Technician	20 years



Award of Excellence recipients



Award of Excellence recipients



Dr. Poullard

The Institut Brenda Strafford is pleased to welcome two new employees: Reginald Dery (pharmacist) who started in October, and Thony Italis (cashier) who started in November.

We have our first ever ophthalmology resident who started a month-long rotation. After decades of trying to establish a residency program at IBS, we finally have a new partnership with the national ophthalmology residency program to have residents complete a short learning experience at The Institut.



Award of Excellence recipients

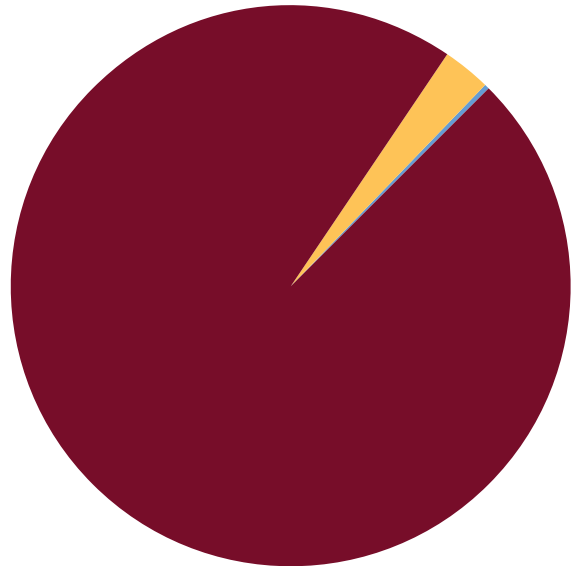


Award of Excellence recipients

International Charitable Programs



Institut Brenda Strafford Patient Satisfaction



- 437 of 450 patients (96%) were overall satisfied with service
- 12 (3%) undecided (waiting to see impact of prescribed medications)
- 1 (< 1%) not satisfied

“It was an amazing experience for all of us. I traveled as a patient advocate with a patient and his family seeking surgery for severe glaucoma. (And honestly, maybe I didn’t have to). The doctors are knowledgeable, explained everything to the patient and family, asked and welcomed questions. Because I didn’t know what was available in Haiti I had been talking to doctors in the states and not only was the doctor not upset, he explained what and why the doctors said what they did (2 surgery options) and then said why he decided on one surgery over the other. The doctor then scheduled a meeting the morning after surgery to check on the patient and allow the family to ask questions about aftercare and follow up. So so impressive and really encouraging. We did call ahead and traveled from Gonaives so our care was a bit fast tracked since they knew we were coming but I watched how doctors, nurses and staff were treating people and was very impressed. It was encouraging to see people being treated as people with feelings and hearing doctors ask and answer questions. The family I was with noticed and mentioned multiple times how kind the staff were to all the patients waiting. The guesthouse is basic but comfortable and clean with power 24 hrs. Meals are good and the women running the kitchen even allowed the patient’s wife to make tea and soup on surgery day. They went beyond what was expected and genuinely cared. We all felt at home. The patient was allowed to recover in the guesthouse instead of the hospital for his own comfort and a nurse checked on him a couple times during the evening. They clearly care about patient comfort and went out of their way to help.”





Now
Open

The health and wellness of our people and our community is always our top priority. At this time, Show Suite Tours are by individual appointment only.

Introducing Cambridge Manor

The Brenda Strafford Foundation's newest seniors wellness community in University District, NW Calgary's newest urban neighbourhood.

The Brenda Strafford Foundation is proud to be bringing our 'people-first' approach to seniors living in this innovative new seniors wellness community. Cambridge Manor is dedicated to optimizing well-being and enriching the lives of our senior residents and families.

- Assisted living, enhanced care and memory care neighbourhoods
- Studio and one-bedroom suites
- Respite care short term stays
- Personalized wellness plans
- Age-in-place and care to end of life
- Experience 'The BSF Way' person-centred approach to care and services
- Industry-leading research and innovation in seniors health and wellness
- Home to the University of Calgary's Brenda Strafford Centre on Aging
- Seniors living in University District's age-friendly, urban community
- Veteran Incentives Available



Market Mall

32 Avenue NW

39 Street NW

Shaganappi Trail NW



Smith Street
University Avenue NW

University of Calgary

Alberta Children's Hospital

Cambridge Manor

253 Smith St NW Calgary

Phone: 403-536-8675

Email: cambridge@theBSF.ca

Visit us online at: www.cambridgemanor.ca