



Report to the Community
2017



*The Preservation of Dignity
and The Pursuit of Happiness*



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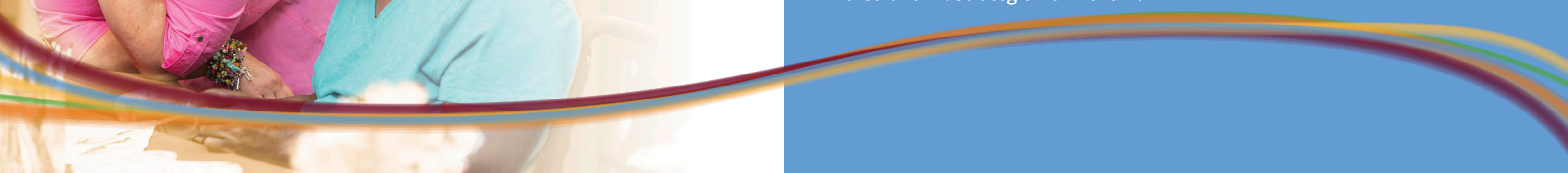
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'Pursuit 2021': Strategic Plan 2018-2021



Message from the Board Chair



As we continue to build upon The Brenda Strafford Foundation's established, rich and dynamic history, the past year has seen continued advancements and new milestones for The Foundation. Starting with the launch of the new logo and visual identity in 2017, coupled with the development and launch of our new three year strategic plan, 2017 has been the start of an exciting new chapter for The Brenda Strafford Foundation.

Some of the other successes and highlights from the past year include:

- A continued focus on clinical practices and the establishment of leading practices in important areas of clinical care
- Development of The Foundation's approach to Resident and Family Centred Care and Living
- Ongoing support of local and international charitable operations including the opening of a new Community Vision Centre of Excellence in Jamaica
- Launch of the Dementia Friendly Communities pilot project
- Announcement of The Foundation's new development Cambridge Manor

One of the most notable endeavours over the past year is the dedication, teamwork and commitment to quality improvement demonstrated throughout the entire organization in preparation for The Foundation's recent Accreditation Canada survey in April 2018.

Not only did The Foundation once again receive the highest recognition of 'Accreditation with Exemplary Standing,' we also successfully achieved all 100% of the 721 applicable assessment criteria, which is a rare occurrence in the industry and an outstanding achievement that we should all be proud of.

On behalf of The Board of Directors, I would like to congratulate everyone involved in this tremendous accreditation success, including our many valued internal and external partners, our leadership, employees, residents, families, volunteers and community partners.

Although the Accreditation Canada surveyors' visit may only last a few days, the entire accreditation process is a long-term journey. The Brenda Strafford Foundation first embarked on our accreditation 'journey' 28 years ago – in 1990. Our most recent Accreditation Canada survey was 5 years ago – in 2013 – when we also achieved Exemplary Standing.

Since then, The Foundation has continued to identify opportunities for innovation and quality improvement, and the past year has involved a great deal of work by many in preparation for the 2018 accreditation survey. Thank you to everyone involved throughout the organization for your hard work and commitment to the accreditation process, and your contribution to the success of our organization.

I would also like to thank The Foundation's Board of Directors for their leadership and dedication. Especially with respect to ensuring The Foundation's sound governance, supporting not only our organizational readiness for accreditation, but an ongoing emphasis on the quality of our care and services.

Ultimately, we can be confident that participating in the accreditation journey improves the quality of care and quality of life for the residents and families we have the privilege to work in partnership with – who entrust us with their care and the care of their loved ones.

Thank you all for your service to The Foundation. As we continue to honour our past and our founding purpose, we also celebrate the promise of the future which will continue to build upon the impressive legacy of Dr. Strafford and The Brenda Strafford Foundation.

Norma Jackson
Board Chair

Message from the President and CEO

The Brenda Strafford Foundation has a long history of long-term planning to focus our organizational activities and efforts. In 2017-18, The Foundation completed the final year of our past 2015-18 three year strategic plan. Brought to a close as at March 31, the 2015-18 strategic plan served us well over the past three years, including, but certainly not limited to:

- Focusing on establishing industry leadership in important clinical practice areas that directly benefit resident care such as the appropriate use of antipsychotics, palliative care, and preventing urinary tract infections (to name just a few)
- Introducing new technology to improve care and safety such as the electronic medical administration record and the electronic treatment administration record
- Improvements to the living environments for our residents
- Providing leadership development to current and emerging leaders within the organization
- Enhancement of the role research and innovation has in improving care and services within The Foundation, as well as expansion of our expertise beyond our facilities to benefit the communities in which we operate

As a result, in 2017 we celebrated many successes and accomplishments that can be attributed to the groundwork achieved over the past three years.

In 2017, The Foundation was announced as the successful proponent for a major new seniors' care development – Cambridge Manor – now under construction at University District and scheduled to open in 2020. [Read more on page 16].

Implementation of year one of the two-and-a-half year Dementia Friendly Communities initiative in 2017 has received an enormous groundswell of collaboration and engagement to build community capacity and better support those living with dementia in the community. [Read more on page 11].

Our charitable impact continues internationally, with a recent highlight being the January 2018 grand opening of the new Community Vision Centre of Excellence in Jamaica. [Read more on page 23].

In 2017, we also revealed a new logo and cohesive identity for The Foundation. As we launched this new visual identity, representing a bright and vibrant future for The Foundation, we continue to be guided by the same philosophy: The Preservation of Dignity and The Pursuit of Happiness.

Commitment to this philosophy also served to guide us as we embarked upon a new three year (2018-21) planning cycle for The Foundation.

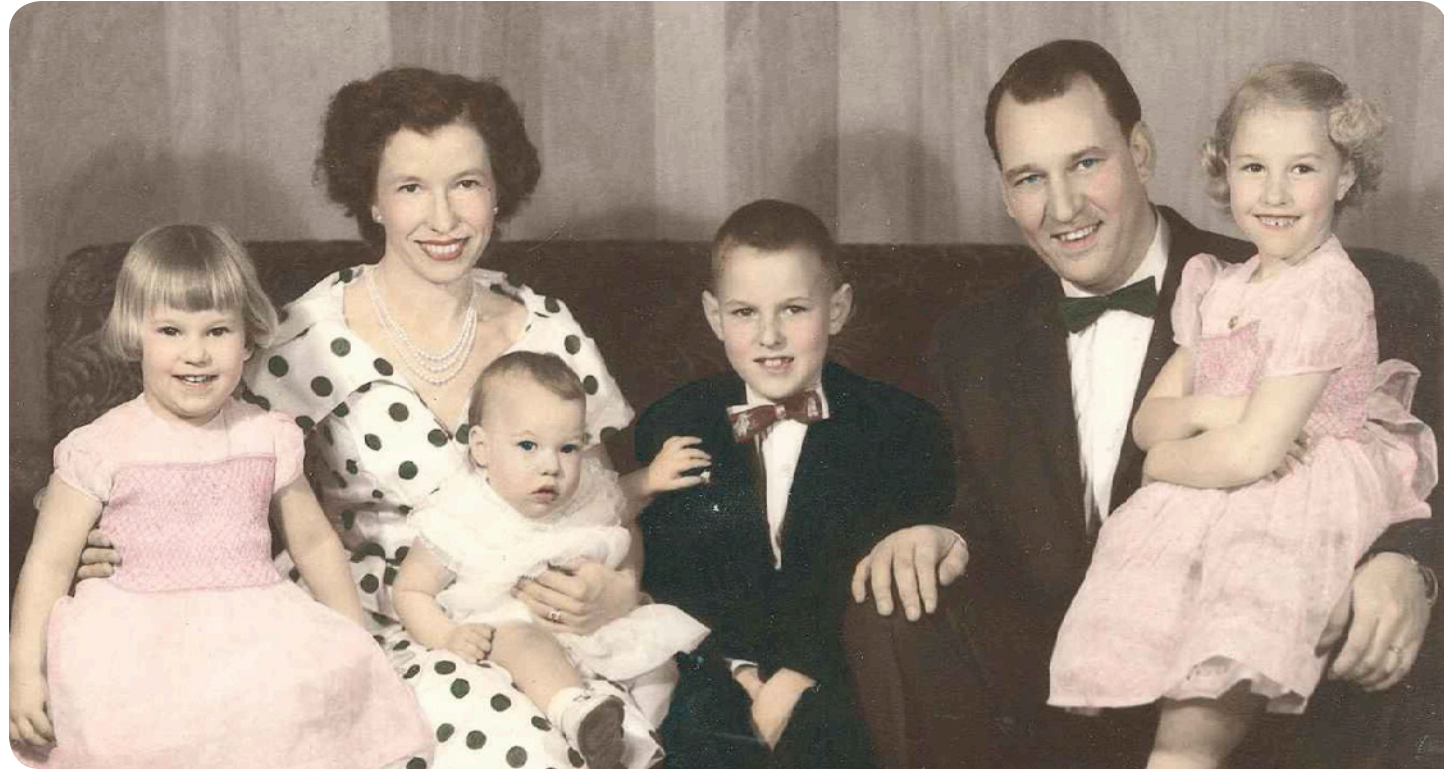
Our comprehensive strategic planning process commenced in 2017, with a thorough environmental scan and wide consultation with many internal and external partners. Launched in April 2018, '**Pursuit 2021**' ensures that The Foundation will position itself for continued growth, while staying true to our founding purpose as we continue the legacy that Dr. Strafford dedicated his life to serving over The Foundation's first 40+ years.

I extend my sincere appreciation to our dedicated team of staff, leadership, volunteers and community partners who have contributed to The Foundation's growth and successes over the past year – and throughout the course of the past strategic plan. I look forward to the continued growth and successes we will accomplish together, as we strive towards achieving our renewed mission, vision and goals in '**Pursuit 2021.**'

Mike Conroy
President and CEO



Message from the Strafford Family



Strafford family
1961

Our father always believed The Brenda Strafford Foundation's greatest asset was its people.

While 2017 has seen many changes and new beginnings for The Foundation, one thing that remains unchanged is the unwavering commitment and tireless energy of the Foundation's people.

In the past two years since the passing of our father, Dr. Barrie Strafford, in April 2016, our family continues to be inspired by all of The Foundation's people. Many of whom have risen to new challenges to carry on the legacy of our father's life's work, in the name of our mother, Brenda Strafford.

While the new logo and new strategic plan signify new beginnings, we know these developments are built upon the long-standing and successful history set into motion by our father more than 40 years ago. The philosophy that he believed in (that is so important to us all) remains constant: *The Preservation of Dignity and The Pursuit of Happiness.*

We are grateful for the leadership of Norma Jackson, Board Chair, and Mike Conroy, President and CEO, who continue to lead The Foundation with a resolute commitment to this philosophy. Thank you also to the dedicated Board of Directors for your guidance and governance of The Foundation.

All of the devoted staff throughout The Foundation – you truly are an inspiration! Your hard work on the front lines and behind the scenes, supporting The Foundation's operations, services and programs with your expertise, compassion, enthusiasm and pride, makes a difference in people's lives every day.

Thank you to the many volunteers, donors and partners in community for your ongoing and valued support. The impact

you contribute is significant and offers hope to many.

Residents, families and clients are central to The Foundation's purpose. The people whom The Foundation serves, also serve The Foundation in many ways. As partners in care, and often also as volunteers, donors and supporters.

People are always at the centre of everything The Brenda Strafford Foundation sets out to do, and people will always be The Foundation's greatest asset.

Our family is proud of The Brenda Strafford Foundation's legacy, one that continues to evolve and find new ways to improve people's lives.



Miles Strafford

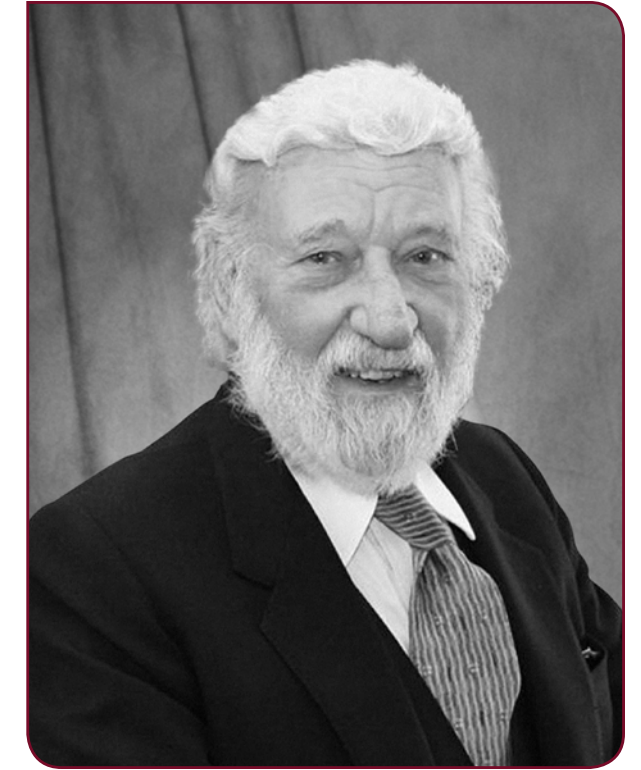
Roxanne Sissons

Lisa Strafford

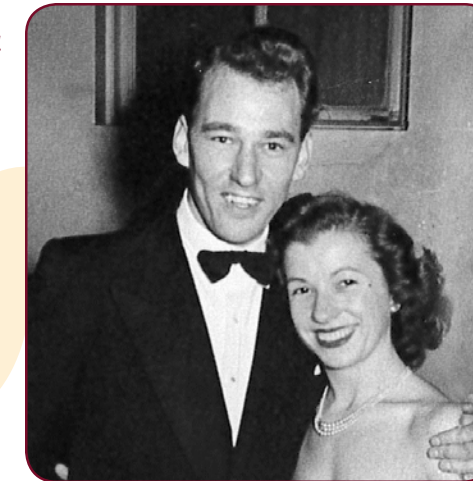
Our Founding Purpose



Brenda Strafford
1931-1974



Dr. Barrie I. Strafford
1928-2016



Barrie and Brenda Strafford
1949

The Brenda Strafford Foundation Established August 15, 1975

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

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

The Foundation continues to be guided by the philosophy:

"The Preservation of Dignity and The Pursuit of Happiness"

2015-2018 Strategic Plan

Philosophy

*The Preservation of Dignity and
The Pursuit of Happiness*

2015-2018 Strategic Goals

Achieve excellence in quality and safety of care

Diversify and expand services to meet changing community needs

Enhance the integration of research, education and clinical practices

Develop our people and teams

Optimize resource stewardship

Enhance technology and infrastructure to improve service quality and establish industry leadership



Enhancing Seniors Care

Seniors Care Overview

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



Bow View Manor
4628 Montgomery Boulevard NW
Calgary, AB T3B 0K7
Phone: 403.288.4446



Clifton Manor
4726 8 Avenue SE
Calgary, AB T2A 0A8
Phone: 403.272.9831



Tudor Manor
200 Sandstone Drive
Okotoks, AB T1S 1R1
Phone: 403.995.9540



Wentworth Manor
5717 14 Avenue SW
Calgary, AB T3H 3M2
Phone: 403.242.5005



Enhancing Seniors Care

Achieve excellence in quality and safety of care:



BSF team at 2017 ACCA 'Inspiring Quality' Conference with Care Provider of the Year nominees Corrie Ingalls (Winner) and Cindy McIntyre (Top 5 Finalist)

2017 Alberta Care Provider of the Year

For the second consecutive year, a Brenda Strafford Foundation employee has been awarded the Alberta Continuing Care Association (ACCA) 'Care Provider of the Year,' recognizing a front-line care provider who demonstrates exemplary client care through a commitment to quality, compassion, excellence, and enriching clients' lives.

In 2017, long-standing employee Corrie Ingalls (Recreation Therapy Assistant, Wentworth Manor) was the deserving recipient of the award. Cindy McIntyre (Health Care Aide, Bow View Manor Adult Day Program) was recognized as a 2017 Top 5 Finalist.

"Seeing how Corrie works with her clients reassures us that our loved ones still can do things they enjoy, and most importantly can have some life quality... Corrie obviously loves and values her work a great deal, and genuinely cares for our Mom, and all of the residents she works with."

- Family member, Wentworth Manor



BSF representatives at HQCA Patient Experience Award Presentation

Palliative Care program achieves 'Leading Practice' and 'Patient Experience' recognition

In March 2018, The Foundation achieved Leading Practice status from Accreditation Canada and its affiliate Health Standards Organization, recognizing our comprehensive Palliative Care program as being particularly innovative in improving effectiveness, efficiency and quality for end of life residents.

Also in March, Health Quality Council of Alberta announced The Foundation as a winner of the 2018 Patient Experience Awards for the development and adoption of our holistic End of Life Framework and Palliative Care program. This recognition highlights how the resident and family voice has informed our service delivery, resulting in a positive impact on the resident and family experience during palliative care.

Congratulations to the interdisciplinary Palliative Care Committee for leading the pilot initiative at Wentworth Manor. Thank you also to the Nursing, Education, Recreation, Social Work, Nutrition, Pharmacy and Physician teams throughout The Foundation who have adopted the End of Life Framework to enhance the care and support for our residents, and their families, at end of life.

Resident and Family Engagement and Experience

Residents and families are at the centre of everything we do. In 2017, to further enhance our resident and family experience based on feedback we heard across all of our sites, The Foundation implemented a comprehensive **Resident and Family Experience Initiative** focusing on enhancements in five key areas: *Food Quality; Dining Service; Recreation; Communication; and Care Services.*

A **Resident and Family Advisory Group** was launched, consisting of a diverse group of volunteer stakeholders from across our Long Term Care, Supportive Living and Adult Day Program services. Resident, client and family perspectives play an important role in improving the quality and safety of our healthcare and life-enrichment services.



Food Quality and Dining Service are important areas of resident satisfaction

Diversify and expand services to meet changing community needs:

Creating Dementia Friendly Communities

A Dementia Friendly Community provides community-based support and services through local action for those living with or affected by dementia. By being a supportive, inclusive and responsive community, the whole community will benefit, including citizens living with dementia and their caregivers, as well local businesses and service providers in the community.

The Brenda Strafford Foundation (BSF) is leading the Dementia Friendly Communities demonstration project – the first in Alberta – in two pilot locations:

- Calgary's Westhills neighbourhoods (supported by Wentworth Manor)
- Town of Okotoks (supported by Tudor Manor)

The 'proof of concept' project will run for a period of two-and-a-half years, with a long range goal to become sustainable and grow province-wide. Findings will be used to create a toolkit to enable the growth and sustainability of Dementia Friendly Communities throughout Alberta.



Town of Okotoks Dementia Awareness training

"The training helps firefighters develop awareness of what life is like with dementia through experiential learning. It helps participants develop new skills to support people with dementia more effectively so that firefighters can better support our city's vulnerable populations."

- Community Safety Officer, Calgary Fire Department



Age Suit demonstration with ATB Financial staff and Alberta Seniors and Housing Minister Lori Sigurdson



Our project goals:

- Build community capacity to support individuals living with dementia (and their caregivers) to feel included and supported, enabling individuals to age-in-place safely in the community for as long as possible
- Raise awareness about dementia and reduce stigma associated with the disorder through increased education and understanding

Year one highlights and key accomplishments include:

- Community mapping
- Development of partnerships
- Training in community sectors
- First responder engagement and training
- Intergenerational work with schools
- Caregiver support/memory cafés
- Community outreach and public awareness events



Rundle College students acting out a roleplay during Dementia Awareness training

"Students are now very much aware when they see a symptom of dementia and how that person may be struggling. It's empowering for them. They have a sense of knowing how to handle the situation, why it's happening, what they can do about it and how to make the individual feel more comfortable."

- Teacher, Rundle College

The Dementia Friendly Communities project is made possible thanks to additional funding support provided by:



Enhancing Seniors Care

Opening Minds Through Art



OMA session at Clifton Manor

"Students have learned to give a variety of explanations, to give lots of time for each step, to position tools and tables in convenient positions for their client, to accept limitations, to encourage and praise, and to celebrate the effort as well as the final product. Students have come away feeling like they are valued and that they have made a difference in someone's life."

- Staff, Jack James High School

"The art project was not the most important part of OMA, allowing clients to communicate was more important."

- Student, Jack James High School

Opening Minds Through Art (OMA) is a renowned, intergenerational art program for people living with dementia, designed to build bridges across age and cognitive barriers through art therapy. OMA was founded on the principle that people living with dementia are capable of expressing themselves creatively.

The OMA program, created in 2007 at the Miami University College of Arts and Science, has now been established throughout The Foundation, supported by the proceeds raised from the 2017 Annual Golf Classic (see page 15). Benefits have already been realized for many residents and adult day program clients at Bow View Manor, Clifton Manor and Wentworth Manor (and will be launching at Tudor Manor Fall 2018).

Each week, as participants worked on a different art project, the student volunteers helped to guide their senior partner through the project, while still enabling them to maintain their independent creative expression. Not only did this result in the creation of many unique and wonderful works of art; it also promoted opportunities for genuine and meaningful intergenerational interactions that had a lasting impact on both the seniors and the volunteers.

Thank you to the student volunteers from the following academic institutions who partnered with us to facilitate OMA:

Foundations for the Future Charter Academy (Bow View Manor)

Jack James High School (Clifton Manor)

Rundle College (Wentworth Manor)

University of Calgary's Community Rehabilitation and Disability Studies (Bow View Manor)

Enhance the integration of research, education and clinical practices:

The Brenda Strafford Foundation partners with academic institutions across Canada to facilitate external research within our Manors. In 2017-18, The Brenda Strafford Foundation participated in 17 active research projects taking place throughout The Foundation. Some examples of integrated clinical research studies include:

- **The First Six Months Following Nursing Home Admission: What Supports do Families Need** (Dr. Annette Lane, Athabasca University) – Bow View Manor
- **A Feasibility Study of Automated Pain and Fall Detection Systems** (Dr. Svetlana Yanushkevich / Dr. David Hogan, University of Calgary) – Bow View Manor
- **Effective Implementation of a Non-pharmacological Sleep Education Intervention** (Dr. Adina Constantinescu / Dr. Jayna Holroyd-Leduc / Dr. MaryJane Shankel, University of Calgary) – Bow View Manor
- **Development of Quality Indicators for Older Persons Transitions in Care: A Systematic Review** (Dr. Greta Cummings, University of Alberta) – The Brenda Strafford Foundation
- **Improving Assessment of Pain in Nursing Home Residents with Moderate to Severe Dementia** (TREC, University of Alberta, Alzheimer's Society) – The Brenda Strafford Foundation
- **Building Capacity in SL4 to Reduce Hospital Transfers** (Dr. Paddy Quail / Dr. Jayna Holroyd-Leduc, Alberta Health Services) – Tudor Manor
- **Evaluation of Experiences on Developmental Disability Program with Long Term Care** (Dr. Annette Lane, Athabasca University) – Clifton Manor
- **Frequency, Indications and Outcomes of Palliative Care Consultation for Advanced Dementia from Long-Term Care Facilities in Calgary, AB: A Mixed-Methods Exploratory Study** (Dr. Sheila Rodger / Dr. David Hogan, University of Calgary) – Wentworth Manor

Reducing Unnecessary Hospital Transfers

Unnecessary hospital transfers are defined as those in which a resident is sent to the hospital, not admitted and sent back to the care home. The Older Persons' Transitions in Care (OPTIC) study by Dr. Greta Cummings (University of Alberta) provided in-depth descriptions of transitions, including the health conditions of residents before, during, and after their transition to the hospital. The study found that when a long term care resident is transferred to hospital:

- 17% return to long term care with new skin injuries
- 16% experienced deterioration in cognitive status
- 25% did not return to prior functional status

Reducing hospital transfers is an example of how integrating research, education and clinical practices can benefit both our residents (and families), and our employees. After a pilot project at Wentworth Manor in 2016, all four Manors have since implemented initiatives in the last year to reduce unnecessary hospital transfers. For example:

- Bow View Manor is currently participating in a pilot of 'RAAPID' in partnership with AHS. RAAPID aims to improve transitions to and from the emergency department (ED) by connecting the physicians from long term care and the ED, so that together they can make an appropriate investigation and treatment plan and expedite the resident's stay in the ED.
- Tudor Manor has partnered with Dr. Quail to implement the 'Stop and Watch' tool that has been found to be effective in the supportive living setting, and education provided has helped reduce knowledge gaps among the professional nurses.



OMA art exhibition at Bow View Manor



OMA art session at Bow View Manor ADP



Enhancing Seniors Care

Develop our people and teams:



Christi Christieson

"As a Program Manager, the Leadership Development program has armed me with a new way of thinking about the people we serve through empowering the Mission, Vision, and Values of the BSF. The program promotes a collaborative style of leadership to better effect culture change, supporting the residents, families, and staff."

- Christi Christieson, Program Manager Bow View Manor

Celebrate Great

In April 2017, The Foundation launched our multifaceted 'Celebrate Great!' Employee Recognition program created by a team from across the organization, inspired by feedback that we heard from our employee surveys. The Foundation appreciates our staff's commitment to providing meaningful feedback, and we take this feedback seriously. The new **Celebrate Great!** Employee Recognition program is an example of this feedback in action!

Leadership Development Program

For the second year of our Leadership Development program, we partnered with Conestoga College in 2017-18 to deliver 'Leadership in Long-term Care and Retirement Living,' a continuing education program for leaders and aspiring leaders throughout The Foundation

Employee Scholarship

2017 was another successful year for the Employee Education Scholarship program. In 2017, a total of \$50,500 was awarded to 23 recipients throughout The Foundation to support our employees continued growth and development as they work towards their career aspirations.

Optimize resource stewardship: Clifton Manor 'CHEER' Campaign



Kinsmen Club of Stampede City celebrated Kinsmen Day of Kindness at Clifton Manor

In summer 2017, Clifton Manor successfully completed the Clifton 'CHEER' campaign raising \$40,500 to enhance a 'Comforting Homelike Engaging Environment for Residents'. The proceeds of the CHEER campaign will be dedicated to enriching the lives for residents, including a 'Rem Room' that creates a therapeutic and calming space, designed to encourage reminiscence and reflection and provide privacy, peace and a sensory experience to help reduce stress, tension, and depression.



Kin Canada
Kinsmen Club
of Stampede City

The Brenda Strafford Foundation and Clifton Manor would like to extend a special acknowledgement to the Kinsmen Club of Stampede City for their generous donation of \$35,000 in support of the CHEER campaign. Across the country, Kin Clubs work to better their communities, enhance the well-being of Canadians and improve the environment fostering life-long friendships while 'serving the community's greatest need.' Clifton Manor is grateful for the support of the Kinsmen Club of Stampede City, whose donation and friendship contribute to enriching life at Clifton Manor.

The Brenda Strafford Foundation 2017 Golf Classic Presented by Clark Builders



Presenting sponsor Clark Builders golf team

On August 22, 2017, over 100 golfers hit the links under a bright blue sky at the Blue Devil Golf Club. Thanks to the generous support of all our sponsors, donors, participants and volunteers, The Foundation raised \$67,000 to support therapies that stimulate and engage our senior residents and adult day program clients (read more about OMA art therapy benefiting project on page 12).



Course sponsor London Drugs golf team enjoying the course

Presenting Sponsor



Course Sponsor



Cart Sponsors



Volunteer Sponsor



Lunch Sponsors

Marshall Tittlemore Architects
Westcor Construction

Beverage Sponsor

Tidewater Midstream and Infrastructure Ltd.

Hole in One Sponsors

deKlerk Electric Ltd.
Rogers Insurance

Hole Sponsors

Bow Valley College
D&B Lumber & Supplies Ltd.
Gibbs Gage
KPMG
Mawer
Medical Mart
Mulvey & Banani Electrical Consulting Engineers
PCM Canada
Remedy Engineering
Schuettlaw
Taiga Building Products
TRL & Associates
Tyco Integrated Fire & Safety

Your donation can make a difference!

Supporting a commitment to people, innovation and compassion, your donation can make a difference in the well-being and enrichment of people's lives.

Donate online: theBSF.ca

Donate by mail (cheques can be sent to):

The Brenda Strafford Foundation
4628 Montgomery Blvd NW
Calgary, AB T3B 0K7
Attention: Fund Development

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

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

Enhancing Seniors Care

Enhance technology and infrastructure to improve service quality and establish industry leadership:



Artist rendering of Cambridge Manor under construction at University District

"With every new development, The Foundation strives to challenge the status-quo to enhance not only the care and quality of life of those that reside in the building, but to also make a broader industry contribution to advance the quality of seniors care and well-being, well beyond the project's location. We believe Cambridge Manor will have that kind of impact."

- Mike Conroy, BSF president and CEO

"We are excited to partner with The Brenda Stafford Foundation to provide an inclusive, safe, and integrated social environment. At University District, people have the opportunity to live well at every stage of life, with access to day-to-day services and shared open spaces. We are creating a social, active and healthy lifestyle here in a well-connected, sustainable community."

- James Robertson, WCDT president and CEO



Resident interacting with Medi the Robot

Announcing Cambridge Manor

In August 2017, The Brenda Stafford Foundation in partnership with West Campus Development Trust (WCDT) announced Cambridge Manor, a new state-of-the-art seniors' care development in NW Calgary's University District.

At Cambridge Manor, integrated innovation, research, teaching and learning opportunities within a leading-edge continuing care facility will support advancements in seniors' care and enhance connections between the residential and academic communities within University District and the neighbouring University of Calgary.

Cambridge Manor will provide a physical home to the university's Brenda Stafford Centre on Aging. Researchers and students across various faculties will have access to the dynamic research and learning environment within a continuing care setting at Cambridge Manor, enhanced through collaboration with the Brenda Stafford Centre on Aging. The site will also host the purpose built "Continuing Care Unit of the Future" to facilitate research in areas such as adaptive and assistive technologies, robotics, simulation, and health service research.

Also teaming up with Truman Homes to create a true 'aging-in-place' complex, Cambridge Manor (long term care and assisted living) will be connected by a +30 walkway to Truman's Maple independent seniors' living condominium. Supporting seniors to stay in their community as their care needs change aligns with WCDT's broader vision for a sustainable, healthy and age inclusive University District, designed with a focus on multi-generational needs and aging-in-place.

The 217,000 square-foot, 240-bed development (that broke ground in May 2018) is set to open in 2020. Cambridge Manor will be accepting applications approximately one year prior to opening. Information about booking process will be announced in early 2019.

Technology Research and Innovation

Examples of new technology research and innovation opportunities explored in 2017 include:

- Laneway house
- Wound camera
- Pain detection/Fall detection technologies
- Social engagement with Medi the Robot
- Electronic Medication Administration Record (eMAR)

Research at the University of Calgary



'Resilience and Aging' conference

The Brenda Stafford Centre on Aging

Established: 2011
 Academic Lead: Dr. David B. Hogan
 Scientific Coordinator: Ann M. Toohey, PhD
 Visit: obrieniph.ucalgary.ca/aging

The Brenda Stafford Centre on Aging is making steady progress towards its primary objectives of building capacity in interdisciplinary aging-related research and education at the University of Calgary, engaging in community outreach activities, and informing public policy as it relates to population aging.

As an entity within the O'Brien Institute for Public Health, the Centre has successfully leveraged existing infrastructure and procedures to award catalyst grants and post-doctoral funding, and has established competitive scholarships for exceptional Master's and Doctoral students pursuing interdisciplinary studies in gerontology or geriatrics.

Student-led Initiatives

- Gerontology Interest Group (Social Work)
- Gerontological Research Unit (Nursing)
- Cellular Aging Research (Cumming School of Medicine)

Community Outreach

The Centre on Aging's successful public event exploring resilience and aging, held in October 2017, featured expert keynote speakers (Dr. Janine Wiles from the University of Auckland, New Zealand, and Dr. Andrew Wister from Simon Fraser University in Vancouver), as well as local talent. Over 260 were in attendance, including older adults themselves as well as practitioners, clinicians, researchers, and students.

Public Policy

We have established a close collaborative partnership with the City of Calgary, and are assisting with evaluating the implementation of the City's Seniors Age-Friendly Strategy. Our academic lead, Dr. David Hogan, is regularly invited to contribute to aging-focused policy conversations at both provincial and national levels. Most recently, in March 2018, Dr. Hogan was appointed to sit upon a panel of experts who will inform the development of the federal government's National Dementia Strategy.

2017-18 Funding Recipients

Barrie I. Stafford Scholarships for Interdisciplinary Studies on Aging:

Master's:

Julie Gorenko (Psychology) "Transition to Residential Care: Understanding Planning Needs Among Primary Caregivers of Residents" (Supervisor: Candace Konnert, PhD)

Doctoral:

Devon Boyne (Cumming School of Medicine) "Risk Prediction Across the Cancer Continuum: Clinical Tools for Personalizing Colorectal Cancer Screening and Treatment" (Supervisor: Christine Friedenreich, PhD)

Post-doctoral:

Dr. Veronica Guadagni (Cumming School of Medicine) "Effects of Aerobic Exercise on Cognition and Brain Structure and Function in Adults at Risk of Alzheimer's Disease and Related Dementias (ADRD): The Mediating Role of Sleep" (Supervisor: Marc Poulin, PhD)

Catalyst Awards:

Meghan McDonough, PhD (Kinesiology): "Social Participation, Physical Activity, and Resilience Among Older Adults Living Alone"

By aligning aging-related initiatives within the university and creating opportunities for interdisciplinary collaboration both within and beyond the university, the Brenda Stafford Centre on Aging ultimately aims to enhance the health, wellness, and quality of life of older persons.



Dr. Jayna Holroyd-Leduc

The Brenda Strafford Foundation Chair in Geriatric Medicine

Established: 1987
 Held by: Dr. Jayna Holroyd-Leduc (since 2017)
 Professor, Cumming School of Medicine

Purpose:

- Provide leadership in the development of geriatrics research
- Develop and maintain a program of geriatrics research
- Promote collaborative research across disciplines
- Establish effective education links
- Attract outstanding students, researchers and faculty

Announcing New Brenda Strafford Foundation Chair in Geriatric Medicine

The Brenda Strafford Foundation is pleased to congratulate Dr. Jayna Holroyd-Leduc on her appointment in December 2017 as The Brenda Strafford Foundation Chair in Geriatric Medicine at the University of Calgary. Dr. Holroyd-Leduc also serves as co-chair of The Brenda Strafford Foundation's Research Advisory Group established in 2016.

About Dr. Holroyd-Leduc:

Dr. Holroyd-Leduc is an academic geriatrician. She is the Medical Director for Specialized Geriatric Services within the AHS Calgary zone, and the Geriatric Medicine Section Chief and a professor in the departments of Medicine and Community Health Sciences at the University of Calgary.

Her major research interests involve the use of quality improvement and knowledge translation (KT) science to improve the care provided to older adults. She is the Principal Investigator/co-Principal Investigator on a number of active grants, has authored over 75 peer-reviewed journal publications, and co-edited of an evidence-based book that provides a practical clinical guide to Geriatric Medicine. Dr. Holroyd-Leduc is also KT Committee Chair of the Canadian Frailty Network.

In June 2017, Dr. David Hogan retired as the inaugural holder of The Brenda Strafford Foundation Chair in Geriatric Medicine at the University of Calgary. Through an unprecedented 25 years of service in the first chair in geriatric medicine established in Canada, Dr. Hogan has contributed to an impressive legacy of research inquiry and publication. He has also made immense contributions towards The Foundation's mission to advance the quality of life of the communities we serve through leadership, research and best practices.



Dr. David Hogan

The Foundation thanks Dr. Hogan for his service, and we know that he will continue to make invaluable contributions to The Foundation through his leadership at the university's Brenda Strafford Centre on Aging and his appointment to The Brenda Strafford Foundation's Board of Directors and Research Advisory Group.



Laboratory of Human Cerebrovascular Physiology

The Research Chair has had a huge impact on our research program, and we are grateful to Dr. Strafford for the generous gift he made, many years ago.

With this gift it has been possible to:

- Accelerate and transform our research and increase our capacity
- Facilitate recruitment of outstanding trainees
- Enable national and international interdisciplinary collaborations
- Foster participation in research networks

The Brenda Strafford Foundation Chair in Alzheimer Research

Established: 1997
 Held by: Marc Poulin, PhD (since 2013)
 Professor, Faculty of Kinesiology and Cumming School of Medicine

Laboratory of Human Cerebrovascular Physiology

Major knowledge gaps are evident in understanding of how cardiorespiratory fitness modulates cerebrovascular function and reactivity in the blood vessels of the aging brain, and how changes in cerebrovascular regulation contribute to improving cognitive performance.

Our goal is to better understand the physiological mechanisms that underlie the regulation of cerebral blood flow, and to investigate the age-related alterations in this regulation. Our work also aims to better understand the important relationship between cerebral blood flow, aging, and exercise.

Brain in Motion II

Launched in the Spring 2017 (in follow-up to 'Brain in Motion I' completed April 2016), Part II of this study underway is examining the relationship between exercise, cerebral blood flow, and cognition in older adults who are at increased risk of Alzheimer's disease and related dementias (ADRD), to see the extent to which cognitive performance can be enhanced in those individuals. The exercise intervention is being designed with input from Alberta Health Services, so it can be readily adopted into clinical practice if the trial is successful.

"It's clear that exercise is beneficial to maintaining brain health, but the dose of exercise necessary is unclear and I would even say unknown. What we're working hard on identifying is how to push that knowledge base further."

- Marc Poulin, PhD

In conjunction with Alzheimer's Awareness Month in January 2018, The Foundation hosted Poulin and his research team from the Brain in Motion study at the University of Calgary, for two Dementia Friendly Community public talks at the Calgary and Okotoks Public Libraries. Both events attracted a full house, with audiences turning out to learn about strategies for reducing the risk of dementia.



Dementia Talks: Risk Reduction





Lana Wells

The Brenda Strafford Chair in Prevention of Domestic Violence

Established: 2007
 Held by: Lana Wells (since 2010)
 Associate Professor, Faculty of Social Work

SHIFT: The Project to End Domestic Violence

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

"Our research continues to mobilize practitioners, academics and policy makers throughout Alberta, Canada and internationally. We are making a difference and thank you for your ongoing support."

- Lana Wells

2017-18 Highlights:

In late 2016, the United Nations Human Rights Office of the Commission engaged Wells to revise and amend the Convention on the Elimination of All Forms of Discrimination against Women general recommendation No. 19: Violence against women. This draft general recommendation was presented to the United Nations Human Rights Council Meeting in June 2017. As a result of this work, Wells was invited to moderate a full-day panel discussion on 'Eliminating Violence Against Women' at the Human Rights Council regular session in Geneva, to educate all member states on the importance of the intent of the resolution. The following week, the resolution was accepted by all member states.

Key Accomplishments:

- Released 'The connection between professional sporting events, holidays and domestic violence in Calgary, Alberta' research report in partnership with the School of Public Policy (June 2017).
- Launched 'Engaging Men in Violence Prevention Learning Collaborative' (October 2017).
- Launched 'Supporting the Supporters Strategy to Prevent Domestic Violence' initiative in partnership with Calgary Domestic Violence Collective.
- Developed and implemented 'Social Emotional Learning and Healthy Youth Relationships' components of the Comprehensive School Health course at Werklund School of Education.
- Co-authored a cost-benefit analysis of the 'Fourth R (Relationship)' evidence-based program that reduces teen dating violence. Study published in 2017 by the School of Public Policy and findings influenced the Government of Canada to further invest in supporting healthy youth relationships to prevent intimate partner violence.

Recognition and Awards:

YWCA's She Who Dares: 150 Women Through 150+ Years award recognizing women in Calgary that have had an influence on supporting other women and our community.

Curriculum Development Award for Advancing Healthy and Socially Just Schools and Communities Master's in Education Certificate Program from the University of Calgary.

Key Research Areas

- Working with men to advance gender equality, violence prevention and healthy relationships
- Alberta healthy youth relationships strategy
- Supporting the supporters strategy to prevent domestic violence
- Connection between sporting events, holidays and domestic violence
- Developing a new paradigm for women's shelters



Lana Wells moderated a full-day panel discussion on 'Eliminating Violence Against Women' at the United Nations Human Rights Council June 2017



The Brenda Strafford Society for the Prevention of Domestic Violence

2017 Impact by the Numbers

- 139 women served at the Brenda Strafford Centre
- 192 children and youth served at the Brenda Strafford Centre
- 173 children served in the Child Care Centre
- 11,848 hours of child care provided
- 73% of women were non-English Canadian and of this number, 22% were Aboriginal
- 47% of women who stayed at The Brenda Strafford Centre had a post-secondary education
- 93% of women were at severe or extreme risk of being killed by their partner

"Thank you to our adult and youth counsellors whom we learned to trust again, open up ourselves, help empower us, find our voice, taught us self-care, boundaries, showed us our worth and importance. They helped rebuild our broken spirits and mended and work towards our independence. Thank you thank you from me and my children."

- Brenda Strafford Centre client

Established in 1996, the Brenda Strafford Society for the Prevention of Domestic Violence supports women and children by providing them with the resources they need to permanently leave family violence. They are given access to regular counselling, resource referrals, programs to build confidence, skills and education, respite child care and secure housing for up to two and a half years.

The Brenda Strafford Society is generously supported by The Brenda Strafford Foundation, Community and Social Services, Family & Community Support Services and Mac's.



Brenda Strafford golf team at the Mac's Charity Tournament

Courage Gala

On Thursday, March 8, over 150 Calgarians participated in the Brenda Strafford Society for Prevention of Domestic Violence's Annual Courage Gala held at Trolley 5. Global Calgary, Brasso Nissan and Accenture all returned as valued sponsors. Our guests learned about the impact of their support from Meaghan Reid (Executive Director), Sam and Angela Hayes (Hayes Education Fund), Christine Plante (Board of Director and Letting Kids Be Kids supporter) and most importantly, Kuleni, a current client. Over \$46,000 was raised through donations, silent auction and raffles at the Gala. Those funds will go to crucial programs and services such as our counselling, child care centre, Letting Kids Be Kids Summer Program and Hayes Education Fund.



Kuleni speaks about her personal experience



Sam and Angela Hayes

Local Charitable Programs



"I lived in fear every day of being deported to my country where I experienced violent attacks and years of abuse. My struggle to stay permanently in Canada with my son and be protected was overwhelming and on-going. The compassion and support that I received from shelter staff gave me the strength to continue on. I was able to secure a work permit and with the shelter's support I was able to get a job. My son and I now have our own place to call home."

- Brenda's House Client

Brenda's House

Ensuring homeless children and their parents are sheltered in a respectful, safe environment, 14 families at a time.

Brenda's House, established in 2009 and operated by the Children's Cottage Society, ensures that homeless children and their parents and families can stay together and be supported.

2017 Impact by the Numbers:

- 129 children served
- 53 families served
- 100% of families entered stable permanent housing after receiving services at Brenda's House.

The provision of safe and secure housing is essential and must be the first response to child homelessness. The Housing First approach to end family homelessness helped families to become more responsive to interventions and support that has led to stable housing for 129 children.

Child Development Program:

Homelessness is a stressful experience. At Brenda's House, the Children's Cottage Society works to decrease this enormous stress so children do not suffer long-term physical and emotional issues. Each child is given individualized opportunities to grow and develop. Learning, routine, and play provide positive experiences and protect children from the adverse effects of homelessness.

100% of children under 5 years of age received a developmental screening. Parents were given the results, ensuring an understanding of their child's developmental milestones. With support and parenting information, they showed increased capacity to parent effectively.



International Charitable Programs



Cardinal Chibly Langlois

Haiti

The Institut Brenda Strafford in Les Cayes, Haiti, is an active treatment hospital employing 100 staff and physicians and typically sees an average of 4,000-5,000 patients per month. Specializing in ophthalmology and ear, nose and throat (ENT) services, The Institut provides a full range of consult services, scheduled and emergency surgical services and optical services including glasses.

2017-18:

A ceremony attended by local dignitaries, including Cardinal Chibly Langlois from Les Cayes, was held to mark the official opening of the expanded clinical space at The Institut in May 2017. The new space provides for a dedicated operating room and inpatient space for ophthalmology and ENT services.



Optometrist in new diagnosis room equipped with a Optical Coherence Tomography machine



Ribbon-cutting ceremony: Mike Conroy, BSF; Dr. Gerry Leinwebber, CVC; Dr. Claudine Green, Medical Director; Vilma Campbell, Montego Bay Lions Club

Jamaica

The Foundation's Village of Hope in Montego Bay, Jamaica, opened the Hope Hospice in 1997. A primary medical and dental clinic was later opened in partnership with the Good Shepard Foundation at the Village of Hope in 2004. The clinic operated at the Village of Hope until 2017, when the Good Shepard Foundation moved their medical and dental services to their new clinic.

2017-18:

On January 26, 2018, the clinic proudly re-opened as the 'Community Vision Centre of Excellence' in partnership with Canadian Vision Care and other local stakeholders. The Community Vision Centre will now provide optometry and ophthalmology services, and will serve the local population as a hub for eye care treatment and training in Jamaica.



Montego Bay Mayor Homer Davis, Dr. Ken-Garfield Douglas, Dr. Claudine Green and Montego Bay Lion Janet Ferguson



Nurse at a medical clinic

Dominica

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

2017-18:

In September 2017, Hurricane Maria had a devastating impact and is being regarded as the worst natural disaster on record to affect Dominica. Most of the public infrastructure including roads and bridges was severely impacted, which also affected the provision of utilities and key public services, including at the Princess Margaret Hospital in Roseau. Construction on the new hospital (including the new Brenda Strafford Eye Centre) broke ground earlier in 2017, and The Foundation is in contact with administration in Dominica to assess impact on development of the hospital, as well as impact on The Foundation's four medical clinics.

Committee Reports

Finance Committee

Committee Members:

Clayton Sissons (Chair)
Gary Duke
Wayne Giles
Norma Jackson

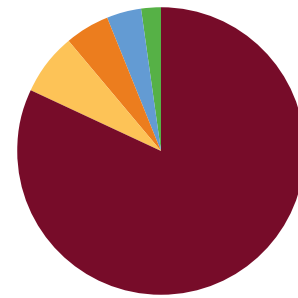
Support:

Mike Conroy, President and CEO
Glenda MacCallum-Snow, Chief Financial Officer

Purpose:

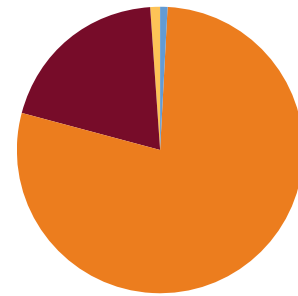
The Finance Committee shall oversee and report to the Board of Directors concerning the accounting and financial reporting processes and internal controls of The Brenda Strafford Foundation. In its governance role, the committee is responsible for the audit, financial reporting, risk management and investment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

2017-18 Revenue:



- 82 Program Funding
- 7 Resident Fees
- 5 Investment Income
- 4 Other Revenue
- 2 Donations

2017-18 Expenses:



- 79 Domestic Programs
- 20 Administration
- 1 Research
- 1 International Programs

2017-18 Highlights:

- Further enhancing sound governance practices through action plan for continuous improvement.
- Intensive policy and process review to ensure a robust policy framework and a clear cycle for approval, updating and accessibility of policies.
- Development of new policies to address emerging organization needs (e.g. Organizational Diversity).
- Recruiting new board members and strengthening Board orientation process.
- Updating Board matrix.
- Board evaluation (including Governance Functioning Tool) and adoption of new processes to enhance Board development. Board Development activities included:
 - Economic and Investment Overview (RBC Wealth Management)
 - Labour Relations and Employment Standards Changes
 - Charitable Operations
 - Accreditation Process and Governance Review
- Support for Accreditation Canada survey.
- Support for the new branding, communications and marketing plan.
- Support for the development of the 2018-2021 strategic plan.

Governance Committee

Committee Members:

Joan McGregor (Chair)
Gary Duke
Norma Jackson
Clayton Sissons

Support:

Mike Conroy, President and CEO
Jenny Robinson, Chief Operating Officer

Purpose:

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

Health Quality and Safety Committee

Committee Members:

Roxanne Sissons (Chair)
Wayne Giles
Dr. David Hogan
Norma Jackson
Sandy McMeekin

Purpose:

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

2017-18 Highlights:

- Appointment of new HQS Committee Chair Roxanne Sissons (Dianne Nielson retired from Board of Directors in 2017 – the Board expresses appreciation for her service as HQS Committee Chair).
- Addition of a representative from the Resident and Family Advisory Group to the HQS Committee.
- Additional, enhanced reporting of variance analysis, quality of life indicators, reports from Medical Directors, and compliments/complaints from residents and/or families.
- Preparation and readiness for Accreditation Canada survey at the forefront with regular clinical progress updates.
- Two new Board policies introduced:
 1. Health Care Professionals Licensing and Privileges
 2. Resident and Family Centred Care
- Ongoing focus on resident and family experience and satisfaction, with quarterly status reports by operations on Resident and Family Experience Action Plan:
 - Centred around satisfaction improvement in key themes: Food Quality; Dining Service; Recreation; Care and; Communication.
- Focus on development of holistic Resident and Family Centred Care and Living approach. Enhanced resident and family engagement opportunities include:
 - Foundation-wide Resident and Family Advisory Group; site-specific Resident and Family Councils; informal Coffee and Conversation meetings; Town Hall meetings; resident and family focus groups and feedback included in strategic planning.
- Expanded use of Electronic Health Record utilizing Point Click Care. Phases complete include implementation of the Electronic Medication Administration Record (eMAR) and Electronic Treatment Administration Record (eTAR):
 - eMAR results demonstrate positive outcomes, including reductions in staff medication delivery time and improved accuracy in medication incident reporting.
 - eTAR implementation has eliminated 10 tracking forms and provided better monitoring and tracking of compliance with treatments.
- Continued monitoring and trending of information on a variety of clinical quality indicators.
- Foundation achieved its goal of 78% risk-adjusted

Resident and Family Advisory Group representative:

Carol Keen (Family member)

Support:

Mike Conroy, President and CEO
Jenny Robinson, Chief Operating Officer

- indicators meeting or exceeding the provincial average by the end of Q3.
- Overall infection rates (including urinary tract infection) remain low.
- Rate of inappropriate antipsychotic use continues to decline and remains well below the provincial average.
- Number of falls and falls with injury continues to be a focus and improvements gained from implementation of the revised 'KNOW More Falls' program.
- Call bell response times remains an area for improvement. The Foundation's goal is a three minute response time; results to date demonstrate average response time of 5 minutes.
- The number of safety incidents, including those with harm, has decreased throughout the year.
- Calgary experienced a severe flu season. The Foundation's excellent infection prevention control and outbreak management practices kept the length and frequency of outbreaks to a minimum. The Foundation maintained exemplary vaccination rates (staff avg. 96% and resident avg. 94%).
- Comprehensive site renovation projects to improve the quality and safety of the living and work environments for residents, families and staff are underway at Bow View Manor (commenced February 2017) and Wentworth Manor (commenced February 2018). Redevelopment plans are in progress for Clifton Manor.

Priorities for 2018-19:

- Support for Resident and Family Centred Care and Living.
- Implementation of Electronic Health Record.
- Monitoring and improvements for Call Bell response times.
- Ongoing site-improvement renovations (including Clifton Manor redevelopment).

Committee Reports

Human Resources Committee

Committee Members:

Wayne Giles (Chair)
Dr. David Hogan
Norma Jackson
Sandy McMeekin
Roxanne Sissons

Support:

Mike Conroy, President and CEO
Monica Giroux, Director Human Resources

Purpose:

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

2017-18 Highlights:

- Human Resources Committee policy review and recommendation for Board approval.
- Review of Salary Administration Policy for Senior Management.
- Annual Salary Administration for Employees recommendation for Board approval.
- Expanded education on legislation: Employment Standards and Alberta Labour Code.
- Talent management and succession planning (long and short term approaches).
- Review of Worklife Pulse and Patient Safety Culture survey results and action plans.
- Maintenance of an Annual HR Compliance Certificate validating:
 - All Licensed Practical Nurses have confirmed the renewal of their licenses as of the end of December 2017.
 - All Registered Nurses have confirmed the renewal of their licenses as of the end of September 2017.
 - All Health Care Aides hired in the year 2017 are certified with an accredited institution.
 - All hires in 2017 have a completed Criminal Records check on file.



Pursuit 2021 2018-2021 Strategic Plan

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.

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.

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






The
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