



# The Brenda Strafford Foundation Ltd.



## **The Preservation of Dignity and The Pursuit of Happiness**

### **2013-14 Annual Report**

Charitable Registration No. 105198873-RR0001



The Brenda Strafford Foundation is a charitable organization whose guiding principle is to cater to humanity; to bring a measure of hope to people whose outlook seems hopeless. In accordance with this philosophy, The Brenda Strafford Foundation 's objectives are:

- ◇ Dedicate all funds, including those from investments, to the service of humanity,
- ◇ To maintain a sound financial base in order to expand the charitable works of the Foundation,
- ◇ To seek investments in support of these objectives, especially investments which will in turn contribute to health care in Canada,
- ◇ To actively explore new opportunities to benefit humanity, especially in situations where extreme poverty exists.



A culture of caring is deeply rooted in the organization. Staff work together to promote a culture of personalized care for residents at *Bow View Manor*; *Wentworth Manor*; *Clifton Manor*; and *Tudor Manor*.

The Brenda Strafford Foundation has a reputation with residents, their families, and community partners of providing the highest quality of care in Alberta.

In valuing continuous quality improvement, The Brenda Strafford Foundation funds education and research at the University of Calgary in Gerontology, Alzheimer's Disease and Dementia, and the Prevention of Domestic Violence.

The Brenda Strafford Foundation's social commitment to the "preservation of dignity and the pursuit of happiness" extends to providing shelter at the Brenda Strafford Centre to women and children escaping from domestic violence, to Brenda's House where homeless families find shelter, and to the people of Haiti, Jamaica, and Dominica who receive medical care at health clinics. Through its charitable work, The Brenda Strafford Foundation employs an additional 143 staff.

The Brenda Strafford Foundation is committed to achieving excellent standards that promote, enhance and transform peoples' quality of life.



Dr. Barrie Strafford  
Chair of the Board

“The Preservation of Dignity and the Pursuit of Happiness” is the philosophy of *The Brenda Strafford Foundation* as it applies to resident care.

In support of excellence in resident care, *The Brenda Strafford Foundation* has adopted the standards set by Accreditation Canada and, as such, the Board has moved from an advisory structure to Governance. *The Brenda Strafford Foundation* has a great reputation and is regarded as the number one provider of care in Alberta. Accreditation reinforces standards of excellence and the Foundation is committed to nothing less.

*The Brenda Strafford Foundation* including *Bow View Manor*, *Wentworth Manor* and *Clifton Manor* received Accreditation Canada’s Exemplary award (the highest available) after their survey in April. (*Tudor Manor* in Okotoks, AB was not included in the survey as it was only recently opened).

The Flood of 2013 which had its 100 year anniversary in 2005 decided to come back again in June of 2013 and with a much more severe velocity – all of *Bow View Manor’s* residents had to be evacuated, some went to *Wentworth Manor* and some to *Clifton Manor* and some to Brentwood Care Centre (thank you Brentwood for your kindness). The Calgary Fire Department did an efficient and sympathetic job in handling the evacuation. Many volunteers (up to 200) assisted with the clean-up of *Bow View Manor*. Special mention is made in expressing appreciation to the Management and staff of DIRT Environmental Solutions Ltd. who worked hard in the operation and provided food for all the volunteers- incidentally, the mother of one of the senior staff of “DIRT” is a resident at *Bow View Manor*.

Our application for ASLI funding to advance our “aging in place philosophy” for the creation and expansion of our Clifton Global Village was unsuccessful, but we will be continuing our efforts towards the development of this project for which we are receiving much community support.

Sandra Jansen, Assistant Minister of Family and Community Safety, announced that the Provincial Government will be taking a more direct involvement with the prevention of domestic violence and the provision of \$29 million dollars towards this goal. The Brenda Strafford Foundation Chair in the Prevention of Domestic Violence, Lana Wells, was instrumental in the creation of the Provincial Government’s new approach to the prevention of domestic violence.

Once again *The Brenda Strafford Foundation’s* direction “to cater to humanity and bring a measure of hope to those whose outlook seems hopeless” is demonstrated in our charitable work with our hospital in Haiti, our clinics and eye-care programme in Dominica, our Hospice and Medical Centre in Jamaica, Brenda’s House (in association with The Calgary Homeless Foundation), and the Brenda Strafford Society for the Prevention of Domestic Violence catering to the prevention of domestic violence.

Sincerely,

Dr. Barrie Strafford



Mr. Mike Conroy  
President and CEO



As the new President and CEO, I am so pleased to once again be a part of this amazing organization. As someone who has dedicated their career to health care, I am excited to work with a dedicated leadership team and staff who have a well-earned reputation for service excellence.

**The Brenda Strafford Foundation** is dedicated to the Preservation of Dignity and The Pursuit of Happiness, and I know that you will find ample evidence of this Philosophy throughout this Annual Report.

My past connection to **The Brenda Strafford Foundation** occurred about ten years ago when I was the Chief Operating Officer. Since then I have held a number of senior roles in both British Columbia and Alberta. Although my recent roles have been at a health system level, I have always derived the most inspiration from interacting with dedicated and talented front line care and service providers. Since returning to **The Brenda Strafford Foundation** I have had the opportunity to meet with many committed staff and have been inspired and impressed with their dedication and impressive skills.

**The Brenda Strafford Foundation** has grown considerably since I was last here. The addition of **Clifton Manor** and **Tudor Manor** have doubled the size of the seniors care services, our support of research with the University of Calgary is growing, the Brenda Strafford Society for the Prevention of Domestic Violence has expanded services in a new, purpose built facility, and the Caribbean operations in support of the abject poor continues to provide critical services to those that would otherwise not receive the care they need.

As I look ahead my focus for **The Brenda Strafford Foundation** will be to maintain and enhance the quality of services in a manner consistent with our Philosophy, increase the public profile for the work we do, and seek opportunities for service growth that supports our Mission.

**The Brenda Strafford Foundation** Board of Directors, leadership team, and staff have much to be proud of.

Thank you for helping us to become a place where seniors receive outstanding care, where support for research brings evidence and new knowledge for innovative care and services, where those in crisis receive compassionate support, and where the poorest receive health care when they need it.

Sincerely,  
Mike Conroy

*About Mike:* He received his undergraduate degree in Commerce from the Royal Military College of Canada. His graduate degree in Health Administration came from Central Michigan University. Additionally, Mike Conroy has completed the Queen's University Executive Program, as well as Harvard's Health Service Excellence Program.

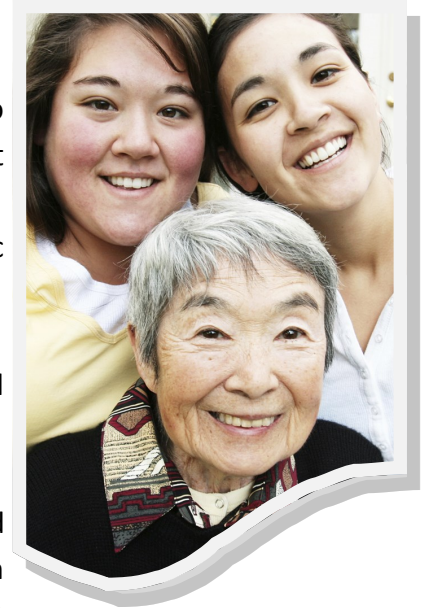


We are the creative force setting the standards for excellence in the community of continuing care providers. With boldness and innovation we anticipate the evolving challenges of health services.

## Commitment to Care

**The Brenda Strafford Foundation** is committed to a philosophy of care that combines safety, efficiency, education, and TLC, always assuring that residents receive:

- \* Appropriate and adequate medical and nursing care
- \* A safe, clean, attractive and enjoyable environment
- \* Enjoyable and attractively presented meals with reasonable alternatives to satisfy religious and personal preferences based on nutritional assessment and therapeutics diets
- \* Sufficiently broad, varied and interesting activities and therapeutic recreation programmes
- \* Programmes of physical therapy
- \* Efficient and suitable support services of housekeeping, laundry and maintenance



As part of **The Brenda Strafford Foundation's** commitment to care and preservation of dignity, people are cared for as individuals. Many rooms in existing facilities have been renovated to private rooms and in new facilities private rooms are purpose built for added comfort, privacy, and enjoyment for residents and their families. Facilities house arts and craft rooms, large dining areas on resident floors, and non-denominational worship that respectfully host a number of religions.

**The Brenda Strafford Foundation** has adopted the standards set by Accreditation Canada. **Bow View Manor**, **Wentworth Manor** and **Clifton Manor** have been recognized by Accreditation Canada with its highest award of three years for its standards of excellence. All facilities are in the top percentile of quality.

In being strategic, **The Brenda Strafford Foundation** is proactive in identifying a significant shortage of staff in care facilities and successfully recruits staff from countries such as England, the Philippines, and the United States.

To help develop educational opportunities as they relate to continuing care, **The Brenda Strafford Foundation** sponsors an *Earn and Learn Program* and in 2013 celebrated its first graduating class. *Earn and Learn* is a program whereby students are paid to take the Healthcare Aide course. The *Earn and Learn* program provides an opportunity for people to be educated in a profession while maintaining financial security. **The Brenda Strafford Foundation** strongly believes in education and is proud to support people's career goals. Graduates of *Earn and Learn* are employed as Healthcare Aides at **Tudor Manor**.



## Tudor Manor

This past year saw tremendous program development including the 2<sup>nd</sup> *Earn to Learn* program which provides students an opportunity to learn while employed. The Education Department completed a plan to provide regular in-services to unit staff and staff appreciation events are a regular occurrence as supported by the Staff Association. For the residents, **Tudor Manor's** Resident's Council along with monthly celebrations and Family Advisory Meeting ensures that they are happy, healthy and safe. Finally, the very popular Pet Therapy program is growing and the Recreation Department has monthly fall prevention exercise programs. **Tudor Manor** also welcomed our first Chaplain and Female Associate, which was good news for all. **Tudor Manor** is located in Okotoks, Ab.



## Bow View Manor Expands

Located along the picturesque Bow River the expansion and rejuvenation of **Bow View Manor** began. With the removal of the older building in 2013 the new six floor facility is expected to be completed by the Fall of 2014.

Upon completion, **Bow View Manor** will have 187 long-term care beds and 44 assisted living suites — all of which will be referred to as heavy care assisted living. Many new safety and quality of life features will be introduced.



## Wentworth Manor Unique Complex Adult Day Program

**Wentworth Manor's** Adult Day program is for individuals who are living in the community and are unable to access other services to meet their needs. **Wentworth Manor** was effective in securing the first Specialized Complex Care Program in Calgary. This program provides individuals (65+) with significant mobility limitations and who require heavy care, an option to attend social and recreational programming with the assurance of their health needs being met. There are 84 funded spaces each week. This comprised of 60 holistic spaces offered Monday, Wednesday and Fridays and 24 complex care spaces offered on Tuesdays and Thursdays.





## Clifton Manor Vision for a Global Village

This past year, Clifton Manor has undergone a number of upgrades to site infrastructure including: the installation of a new nurse call system, a new telephone system and new hot water systems.

The Vision for a Global Village will provide a place of choice.

It is proposed to be a campus of care for those in need of supportive living and long-term care. It will offer care that acknowledges and respects cultural heritage so that tradition, cuisine and language can be honoured.

The vision includes the existing Clifton Manor which will also be re-developed into 252 long-term care beds, including two dementia units.

This past year a number of steps have been taken to continue developing this vision including design of the building.



## The Flood of 2013 – Flood of Good Will

Calgary's worst flood in decades left thousands homeless and without power or other city services.

On the afternoon of June 21, 2013 the mandatory evacuation order was given by emergency personnel and staff of The Brenda Strafford Foundation responded. One hundred and sixty-seven (167) residents at Bow View Manor were evacuated. Communities rallied, other care facilities stepped forward, families stayed by our side and residents received selfless and seamless care.



“I couldn't be more proud of our staff,” says Dr. Barrie Strafford, Founder and Chairman of The Brenda Strafford Foundation. “I have the best staff. They are dedicated, caring, hard working, and always put our residents first. My sincerest thank you to all of you who came through in our time of crisis.”



## Charitable Projects

Institut Brenda  
Strafford, Haiti



## International

The Institut Brenda Strafford in Haiti is *The Brenda Stafford Foundation's* hospital that specializes in Ophthalmology, ear, nose, and throat ailments. The Institut cares for approximately 5,000 people each month or close to 60,000 individuals over the year.

In Jamaica, The Brenda Stafford Medical Centre provides hospice care to those with Cancer and AIDS.

In Dominica, *The Brenda Stafford Foundation* provides four clinics and an eye-care program under the direction of Dr. Hazel Shillingford-Ricketts who gained her degree in Ophthalmology at Ottawa University Hospital under The Foundation's sponsorship.

## Alberta Based

*The Brenda Stafford Foundation* continues to fund The Brenda Stafford Society for the Prevention of Domestic Violence (The Centre). Since 1996 The Brenda Stafford Society for the Prevention of Domestic Violence has provided 34 self-contained second stage shelter apartments and 51 self-contained progressive affordable housing apartments to women and children who have been affected by domestic violence. At The Centre women and children receive independent living support, while feeling comfort in knowing they are in a 24-hour secured environment designed to enhance their protection, allowing them to focus on re-building new lives.

**Brenda's House** is a fourteen-unit transitional housing program designed to assist families in finding permanent housing and support them through the transition. Brenda's House is part of Calgary's ten year plan to end homelessness.

At **Gateway Place** plans are underway to offer mental health services to those who are not criminally responsible . In 2014/2015 we look forward to finalizing this partnership with Alberta Health Services.





## Charitable Projects

The **Brenda Stafford Foundation** has played a key role in the establishment of these Chairs by having the vision to see an important need and the willingness to make a major financial contribution to their establishment at the University of Calgary.

### The Brenda Stafford Foundation Chair in Alzheimer Research

The work conducted under the guidance of the Chair is bringing new hope to patients and families struggling through Alzheimer's journey. Lifestyle choices are known to impact the risk of getting Alzheimer disease and the rate of the disease's progression. **Marc Poulin, PhD.** is studying the impact of fitness on cerebral blood flow and positive cognitive outcomes. While research has clearly shown that physical activity has a favourable effect on cognition in older populations, what remains unclear is what the underlying mechanisms are for that positive effect. Are the improvements in cognition caused by changes in blood flow? Dr. Poulin believes so. He has led studies examining whether greater amounts of blood circulating to the brain helps explain the boost in cognitive performance observed by aerobic exercise. His study called *Brain in Motion* is now examining the impact of introducing structured aerobic exercise to a group of sedentary men and women over the age of 55. Complete study results will be available in 2015.



### The Brenda Stafford Foundation Chair in Geriatric Medicine

The purpose of this Chair is to provide a focus and a source of leadership for the development of education, research and community service in the field of geriatric medicine. As the first Canadian Chair devoted to this discipline, it has played an important role locally, provincially, and nationally in raising the profile of both the field specifically and the importance of the care of older persons in general.

A variety of research projects, students, the very successful "Shades of Grey" series, and the 2007 Banff Conference on the Future of Geriatrics in Canada have been supported by the Chair since its establishment. Its current holder, **Dr. David B. Hogan**, has held leadership position in a number of national research initiatives (Canadian Study of Health and Aging, Canadian Initiative on Frailty and Aging, Canadian Longitudinal Study on Aging, Canadian Consortium on Neurodegeneration in Aging) and clinical practice guidelines (2nd, 3rd, and 4th Canadian Consensus Conferences on the Diagnosis and Treatment of Dementia, Canadian Coalition for Seniors' Mental Health National Guidelines on the Assessment and Treatment of Delirium). Current activities supported by the Chair include local gerontechnology grants, interdisciplinary educational offerings, study of normal aging through implementation of the Canadian Longitudinal Study on Aging, critical examination of the benefits and risks of the supportive living option for vulnerable seniors, and research on healthy brain aging and dementing disorders."



# Charitable Projects



## The Brenda Strafford Foundation Centre on Aging

A partnership with the *The Brenda Strafford Foundation* allowed for the establishment of this University Centre. To achieve its vision of “Healthy Living Within Supportive Communities” the Centre will serve as a collaborative hub for aging research and interdisciplinary education with the University of Calgary. Though early in its existence among other activities, the Centre has supported the establishment of an Interdisciplinary Students in Aging Research (ISAR) Society, sponsored a highly successful international meeting on the assessment of older drivers, and provided funding for doctoral students and postdoctoral fellows.

## Brenda Strafford Foundation Chair in the Prevention of Domestic Violence

**Lana Wells** holds the Brenda Strafford Chair in the Prevention of Domestic Violence and leads Shift: The Project to End Domestic Violence.

Shift’s goal is to significantly reduce domestic violence in Alberta using a primary prevention approach to stop first-time victimization and perpetration. Primary prevention involves taking action to build resilience and prevent problems before they occur. 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 in Alberta. Shift is committed to making research accessible and working collaboratively with a diverse range of stakeholders to inform and influence current and future domestic violence prevention efforts through primary prevention. In 2011, Wells began working with the Government of Alberta to redesign their policy framework and in 2013 they released “Family Violence Hurts Everyone: A framework to end family violence in Alberta.” Following in 2014, 29 million dollars was committed to the implementation of the framework.



"To reduce the rates of domestic violence in Alberta, we need to focus 'upstream' to prevent violence from happening in the first place," Lana Wells

[www.preventdomesticviolence.ca](http://www.preventdomesticviolence.ca)



## Mission

We are committed to providing a safe environment for our residents to receive the highest quality of care. “We look after our old folks real good!!”

## Vision

We are the creative force setting the standards for excellence in the community of continuing care providers. With boldness and innovation we anticipate the evolving challenges in health services.

## Values

We value competence in our staff and believe in the merit and uniqueness of each individual. We support this belief by the trust, respect and dignity inherent in all our relationships.

We believe in partnership with the community through collaboration with residents, families, volunteers, physicians, continuing care facilities, education institutions and informal networking.

We believe in establishing, achieving and evaluating standards of care that maintain and enhance the quality of life enjoyed by residents.

We believe in a holistic approach addressing the physical, emotional, intellectual, social and spiritual needs of each resident using an integrated program of care formulated by the interdisciplinary team, resident and family.

We value research, education and innovation as part of our continuous quality improvement.

We are committed to provide a safe and supportive environment for our residents, families, volunteers and staff.

We provide competent management whose actions are just and ethical.

We believe in the responsible use of our available resources as part of our strategic plan to establish consistent resident satisfaction, supportive employee development and corporate financial health.





## Board and Management

### Board of Directors

Barrie I. Strafford, Chair. AOE, FRCPSC, K.S.S., LL.D.( Hon).

Norma Jackson, R.N., B.N.

Dianne Nielsen, R.N.

Clayton Sissons, B.A., LL.B.

Roxanne Sissons , R.N., B.N.

Dr. Wayne Giles . Ph.D.

Nicole Jelley , LLB, PHR

### Management (Canada) as of May 2014

Mike Conroy	President & CEO
Laurel Campbell	Vice President Finance
Vivien Lai	Vice President Strategic Development,
Judy Mizuik	Vice President Clinical Services & Administrator, Bow View Manor
Jenny Robinson	Administrator, Wentworth Manor
Brenda Hannah	Administrator, Clifton Manor
Lesia Mullings	Administrator, Tudor Manor, Okotoks, AB
Tess Gordey	Executive Director, Brenda Strafford Society for the Prevention of Domestic violence
Wendy Benson	Director, Human Resources
Nancy Hammer	Director, Communications & Fund Development

### Management (International)

Margaly (Maggie) Constant-Edma, Hospital Head Administrator, Institut Brenda Strafford., Les Cayes, Haiti.

Dr. Hazel Shillingford-Ricketts, Dominica.

Lyria Frater, Manager, Jamaican Operations.

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