



Annual Report to The Community  
2015



The Brenda Strafford  
Foundation Ltd.

## Philosophy

Preservation of dignity and pursuit of happiness.

## Mission

We are committed to innovation, leadership and compassion and we inspire hope and happiness in all we serve.

## Vision

We will be the creative force in providing innovative services, through leadership, research and best practices, to advance the quality of life of the communities we serve.

## Values

People First

Relationships

Accountability

Quality

Innovation

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# Message From Mike Conroy, President & CEO



2015/16 was a very good year for The Brenda Strafford Foundation. The 2015-18 Strategic Plan was approved by The Foundation Board together with a one year action plan to support its implementation. The Strategic Plan included revisions to The Foundation's Mission, Vision, Values and Strategic Goals. Specific areas of emphasis for the plan include: service excellence in everything we do, expanding seniors health services including those outside our facilities that support people to stay at home, enhancing emphasis on research and innovation, developing our people – our greatest asset, investing in our facilities and infrastructure and ensuring sound financial management practices are implemented and followed. To support The Foundation's Strategic Plan there were changes in the organizational structure to better align resources and expertise with our objectives.

There were many notable successes in 2015/16. The Foundation finally opened the Bow View Manor expansion to residents after encountering many perils and challenges. The Foundation also made great strides in establishing industry leading clinical performance in the appropriate use of antipsychotics, palliative care, wound care and the inappropriate use of hospital services. Our focus on research and innovation has resulted in a number of on-site research projects and the introduction of "Innovation

Huddles" that tap into the great improvement ideas of front line staff. The Foundation also celebrated its 40 Year Anniversary and our founder, Dr. Barrie Strafford marked 50 years of dedicated service to seniors in Alberta, certainly a lifetime achievement.

Our health services in the Caribbean continue to provide vital services to people in need (highlights included within this report) and our relationship with the University of Calgary continues to produce positive results with promising changes coming for the University of Calgary's Brenda Strafford Centre on Aging.

There are countless more achievements from 2015/16 too numerous to note here. However, from excellent day to day care and services to new developments and achievements, none of this is possible without the dedication, expertise and resourcefulness of our outstanding staff. Their tireless efforts to honour The Foundation's Philosophy, "The Preservation of Dignity and The Pursuit of Happiness", is always a great source of inspiration.

Shortly after the end of the 2015/16 year, our founder, Dr. Barrie Ingram Strafford passed away. His vision of service to seniors and those in need over fifty years created an organization that has become the standard bearer for excellence. The Brenda Strafford Foundation, named in honour of his wife who tragically passed away in a car accident, was his passion and he embodied a commitment to service every day of his life. The entire Foundation will ensure Dr. Strafford's legacy is honoured and his vision of service guides both our long term plans and daily decisions. We miss him every day.

We are fortunate that Mrs. Norma Jackson formerly Vice Chair of The Foundation Board, is now the Board Chair. Prior to being on the Board, Mrs. Jackson held many senior leadership roles including a period of time as Acting CEO. Her continuity with a commitment to The Foundation will be of tremendous benefit in her new role as Board Chair.

## Strategic Directions and Goals 2015-2018

- 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

# Performance Highlights

## Achieve Excellence in Quality and Safety of Care

### Expert Seminars

Tudor Manor hosted a session on “Transitioning to Continuing Care” for family members with guest speaker Dr. Annette Lane.

### Palliative Care Program

We view End of Life care holistically and we care for the social, emotional and spiritual aspects of the resident and family through our Palliative Care program.

### Wentworth Manor and Tudor Manor

Alberta Health Services Palliative Care Education began in December 15/2015. This specialized program consist of teams of HCAs, LPNs, Program Managers, Alberta Health Services case manager and Nurse Practitioner. The Palliative Care Program has been activated and run well even during the weekends when site RNs are absent.

### KNOW More Falls Prevention Program

A falls prevention program entitled **KNOW More Falls** was rolled out across The Foundation’s continuing care facilities in August and September 2015. The program incorporates **Knowledge**, **Nursing**, **Outcomes** and **Ways** to compare/benchmarking strategies with the goal of providing staff and residents with best practice tools to reduce falls and injuries from falls.

**Nursing**- providing current best practices on falls reduction

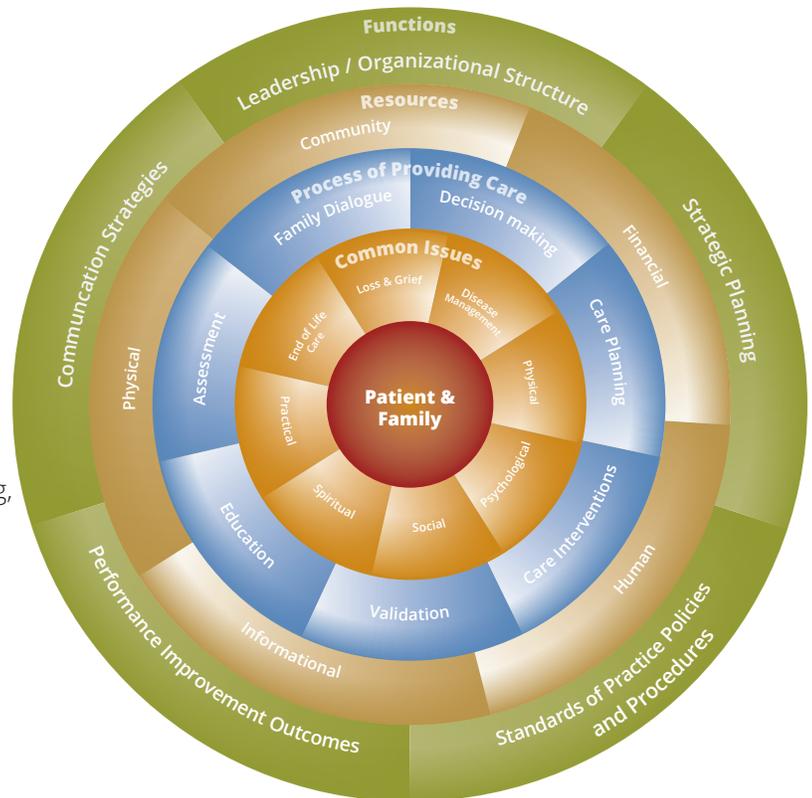
**Outcomes**- evaluation of practices that reduce falls

**Way** - to compare benchmarking our success and providing a safe living environment.

An evaluation of the program was undertaken to assess both the process and the outcomes of the program. The purpose of this evaluation was to determine if the processes as outlined in the program have been implemented, to learn what is and what is not working, and to determine if the objectives of the program have been met.

The Know More Falls program was designed to be comprehensive. It is intended to involve all members of the interdisciplinary health-care team in its approach towards the identified goals of:

- Identifying residents at risk for falls
- Initiating preventative approaches to care
- Providing appropriate strategies and interventions directed towards residents, environmental factors, and staff
- Providing educational and learning opportunities
- Monitoring and evaluating resident outcomes



## Urinary Tract Infection

A urinary tract infection (UTI) is an infection in any part of a urinary system — kidneys, ureters, bladder and urethra. Most infections involve the lower urinary tract — the bladder and the urethra.

Women are at greater risk of developing a UTI than men are. Infection limited to a bladder can be painful and annoying. However, serious consequences can occur if a UTI spreads to the kidneys.

(UTI) initiative was rolled-out in quarter four utilizing the Towards Optimized Practice (TOPs) algorithm incurred excellent results. The long term care rates have noticed declines with the fourth (4) quarter rating of 1% - 0% UTI. Other positive outcomes of this project noted a decrease in antibiotic usage.

## Resident and Family Experience Survey

The Brenda Strafford Foundation (BSF) appreciates the time it took the Residents/Families to complete the Experience Survey. The survey provided important information to assist with the quality of Long Term Care and Supportive Living services.

A brief summary of the results note the areas of strengths and areas for improvement:

### 1. Strengths identified by both residents and families in Supportive Living (results $\geq 98\%$ ):

- Staff protects privacy and modesty when giving your personal care, bath or shower.
- You feel safe here.
- You can go to bed when you want.

### 2. Strength identified by both residents and families in Long Term Care (results $\geq 95\%$ ):

- You can participate in spiritual and church services of choice.

### 3. Areas for improvement identified in both Long Term Care and Supportive Living:

There were three questions asked related to menus offered, food served and the dining experience, overall all three areas were in need of improvement.

- To enhance the tour experience and enhance information provided upon admission.
- To improve upon wait time it takes when requesting for care and assistance.

The organization has been working towards service improvement in the above three areas and has addressed the issues as follows:

## Dining Room Etiquette Committee

Dining Etiquette Committee has met regularly since Feb 2016. Its members have observed, engaged residents/families and evaluated meals at each manor to identify specific quality improvement areas.

Identified was a need to educate employees on subjects of customer service, teamwork/collaboration and food delivery. The committee has provided education and is working towards the development of training modules. Other revisions include seating arrangements, table placement and décor. The committee will continue to meet on a regular basis.

All BSF manors now host a quarterly Chef's Club meeting, where residents and families are invited to sample upcoming menu choices, discuss food and dining concerns, and review suggestions with the Head Chef; as a result there have been recipe and menu changes.

## Tour and Admission Experience

Our goal was to design an efficient, standardized tour with a tour guide that makes a remarkable impact on each person who participates. A detailed training program has been developed and education has begun. The information package provided to residents and families upon admission has been enhanced, thus providing more information on services, to reflect feedback received. The admission package has been standardized amongst all sites and the admission policy updated to sustain changes.

## Call Bell System

The Foundation has invested approximately \$500,000 to improve the nurse call system, thus recognizing deficiencies within the existing call structure. The new system provides real time resident information to caregivers and allows for number of call and response time tracking. We learned that nurse call volumes differ across sites, from 2100 calls to 5600 calls per month, with the largest sites having the greatest number of calls. We also reviewed the time it takes to respond to a call. We targeted 50% of all calls to be answered within 2 to 4 minutes. The Foundations' target is 3 minutes on average per call. The nurse call system and data collection was a lengthy process, and is still in its preliminary phase at some sites; as such we will continue to utilize the data to make improvements.

# Performance Highlights

## Staff Satisfaction Survey 2015/2016

### Patient Safety Culture and Worklife Pulse Staff Survey

Year over year we have seen consistency in the areas within which we have had ongoing challenges, and continue to be the areas for our focus.

#### Process

To create the corporate action plan, the satisfaction survey committee (COO, Site Administrators, Director of Human Resources, Director, Communications & Fund Development, and Director of Innovation) reviewed national, BSF, site specific results and individual site analyses. The action plans were based on three areas for improvement:

Staff Recognition, Employee Consultation, plus Just and Trusting Culture

#### Action Items

a) To address the ongoing concerns related to Staff Recognition.

- Engage the employees in the creation of a recognition committee within each facility.
- HR advisors are creating an action plan to propose to the Foundation.
- The innovation team has created innovation huddles which not only engage employees, but also involve them in solutions.
- Focus on Human rights- increase in complaints.
- Respect in the workplace training.
- Recognition day in and out.

As an organization we have invested in and are taking a very serious and deliberate view on communication and training related to civility and respect in the workplace. We have committed to training across The Foundation with the addition of these modules in General Orientation, training of all the existing staff with sign off, as well as additional leadership training on Human Rights, Discrimination, and the impacts and responsibilities of Leaders. With an added focus in these areas we should experience an increase in recognition and job satisfaction.

b) Recommendations on communications around consultation on things that impact my job.

- Set up email addresses for the Administrators where employees can send emails directly to the administrator in a separate email box.
- Create Scripted language to be formatted when items need to be communicated and at shift report.
- Video loop communication in the lunch rooms where communications can be broadcast.

c) Ongoing Serious Errors concern:

- Review of the no blame policy- Just and Trusting Culture- shift emphasis to accountability. To refine the definition of what a serious error is to ensure that there is understanding and therefore accountability of action.
- Education, training and communication on disciplinary practices- what it is used for, the intent of discipline vs. coaching; educate the Program Manager's on our approach to discipline and/or coaching, and how to administer in a respectful way.

## Therapeutic Recreation

Is an important health profession that ensures residents and family members benefit from leisure and recreation as both are essential programs to enhance quality of life. It also serves to provide optimal health and well-being and builds on an individual's strengths. It uses the power of creative activities to support the rehabilitation process.

There are over 20 trained professional Recreation Therapists. Throughout the year they have provided daily, weekly and monthly activities, events, programs, outings and special occasion parties.



# Adult Day Programs

The goals of our Adult Day programs are:

- to provide clients the opportunity to maintain or increase their functioning and independence by providing socially, cognitive and physically stimulating activities.
- to provide health monitoring services to clients and, to family members
- to provide planned respite and support services to caregivers.

In December of 2015, Bow View Manor began to develop a plan to support the Victorian Order of Nurses (VON) who required assistance in transitioning clients from the Silver Springs Adult Day Programme to the program at Bow View Manor. That same month Clifton Manor also developed a plan to transition the Victorian Order of Nurses, Marlborough Adult Day Program to their site. We acquired the two programmes from VON as the company could no longer provide services in Alberta. The change was very smoothly handled, with little to no disruption of care and we were able to re-hire nearly all of the VON front-line staff as well.

# 13,232

Number of client days provided by our Adult Day programs.



*"I am truly happy my husband is a part of such a wonderful group."*

*"My husband is very tired when he comes home from the Day Program, he relaxes for half an hour, then he remembers all the things he does, and he is beaming and he actually remembers."*

*"There are not enough words to thank you and your entire staff for the wonderful care and attention to Mom while she was part of the programme. You all do sincerely care for people and that makes a huge difference."*

*"Every year at ADP we have our Christmas parties for a whole week, where client's families and friends are invited and a traditional Christmas meal of turkey, stuffing, mashed potatoes, and gravy is served. We also hire entertainment, dance and sing, and Santa even makes an appearance! Here is a compliment after last year's party:"*

# Performance Highlights

## Diversify and Expand Services to Meet Changing Community Needs

### The Quality and Innovative Services Department

Continues to network and seek out opportunities to collaborate with researchers interested in studying issues important to seniors in continuing care.

### Dementia Friendly Communities Project

This Brenda Strafford Foundation demonstration project was launched to support the Provincial mandate to keep people who are aging and living with cognitive decline, in their home and community while promoting independence, safety and enhance quality of life.

It is a community mobilization project to address dementia in two communities through action stimulated by the community itself. The process is purposeful, planned, implemented and evaluated by a community steering committee.

This is a collaborative project and was developed in consultation with the Alzheimer Society of Calgary.

Dementia Friendly Communities support local governments to make communities more inclusive and assist people with dementia and their caregivers. It is a journey designed to assist communities.

### Innovation Huddles

A program designed and implemented to engage with employees to enhance the quality of services for our residents and family members. This is a collaboration and gathering of ideas for improvements within the Manors. Some of the themes drawn from the ideas of staff included:

- Palliative Care
- Dining Experiences
- Staff recognition on special occasions
- Sensory Experiences
- Electronic Health records - EMAR
- Beautification of outdoor areas

Innovation Huddles will continue to be an excellent part of our engagement strategy.



# International

The Brenda Strafford Foundation owns and supports a range of health care services in the Caribbean.

## Haiti

The Institut Brenda Strafford in Les Cayes, Haiti was established in 1984. It is an active treatment hospital employing over 100 staff. It specializes in Ophthalmology and Ear, Nose and Throat services providing a full range of consult services, scheduled and emergency surgical services and optical services including glasses.

In Les Cayes, Haiti, home of The Brenda Strafford Institut, there continues to be a high demand for Ophthalmologic and Ear, Nose and Throat (ENT) services. The Institut continues to see 4,000 – 5,000 patients per month who receive same day specialist consult services and access to surgery including on a 24/7 emergency basis. The Institut has undergone significant renovations to expand capacity and enhance the quality of care and new equipment was purchased to ensure consistently high quality and reliable clinical services. In 2016/17, we look forward to the return of additional visiting foreign physicians from Europe and Canada in addition to those already coming from the United States.

## Jamaica

The Good Sheppard Foundation, Village of Hope in Montego Bay, is completing its new medical clinic which will see the relocation of the primary medical and dental services from The Brenda Strafford Health Centre. Collaboration continues with Canadian Vision Care (CVC), local community groups and government officials in Jamaica to establish an eye centre in the soon to be vacated health centre. The co-located Hospice has been challenged by occupancy issues and revised criteria is being developed to attract appropriate patients from the Montego Bay area. Lastly, the envisioned vocational training centre continues in the planning phase with strong support from local agencies. In 2016/17 it is expected that the Village of Hope, the Foundation's subsidiary in Jamaica, will be formalized as both the governing and managing entity in Jamaica reducing our reliance on the Good Sheppard Foundation who have provided great support over the years.

## Dominica

The Brenda Strafford Eye Centre in Dominica was established in 1985. The Centre provides Ophthalmology services at the only large acute care hospital in Dominica. The Foundation is currently working with the Dominican Government to build a new Eye Centre as part of the Hospital redevelopment. The Foundation also funded and provided four primary care medical clinics in various parts of Dominica which enhances access to important promotion and disease prevention services.

Our four public health clinics in Dominica were impacted to various degrees by the damaging storms in August/September of 2015. Rebuilding efforts have been undertaken to ensure the vital community health services would continue with as little disruption as possible. The Foundation also received positive news on the long awaited redevelopment of The Princess Margaret Hospital in Dominica's capital, Roseau. This will include space for The Brenda Strafford Eye Centre. Design development is underway and we are awaiting information on a construction schedule.



# Performance Highlights

## Enhance the Integration of Research, Education and Clinical Practices

### Continuing Care Unit of the Future:

This long-term program and plans are being developed. There are a number of components including:

- Utilizing a floor called a Unit within Bow View Manor designed to conduct research on aging through a “living lab” to enhance quality of life of aging adults through technology and service.
- Developing a Simulation Room within Bow View Manor.
- Providing Researchers a venue to conduct research on aging and offering grants.
- Enhance the Integration of Research, Education and Clinical Practice.

We have been working to establish foundational blocks to continue to integrate research and innovation into practice.

- New Quality and Innovative Services department and strong strategic plan outlining enhancing the integration of research, education and clinical practice as one of the main strategic goals.
- Networking with various key stakeholders across Canada including researchers from University of Calgary, University of Alberta, University of Toronto, Kerby Centre, Age Well Network and Glenrose Rehabilitation Hospital to name a few.

Vectors for research and innovation were established and they include pure research, proof of concept and quality improvement initiatives.

**Pure Research**, a research study that was conducted by Dr. Jon Conly with the aim to do an environmental scan observing physiotherapists to better understand current exercise treatment practices and challenges and then looking to work with a local innovation company that is looking to create software to support physiotherapists and patients to do their exercises more effectively.

**Quality improvement** vector initiatives such as preventing urinary tract infection, improving wound processes, and palliative care have been implemented.

**Proof of concept** vector a project was undertaken to identify whether diagnosis were being missed in our current MDS system as compared to the diagnosis in Netcare system. This showed significant findings that could change medical management, care plans and prescribing, resulting in the organization committing to obtaining Netcare for resident safety and quality care.

### Five Themes were identified as areas of focus:

1. Enhance Dementia Care: Generate new knowledge to improve quality of life of residents living with dementia. Research on service models, risk reduction and enhancing care plans will be pursued.
2. Optimizing Technology and Infrastructure: that advance technology and infrastructure to improve quality of life. This theme will also explore ways to integrate evidence based design to contribute to healthy aging, increasing safety and improving the quality of life of older adults.
3. Transitions in care for older adults: To create new knowledge and explore the movement across the continuum of care for older adults with the primary goal to improve safety.
4. Social Engagement: Is centered on understanding the social needs of older adults including those living with early to late stage dementia.
5. Falls Research: Aims to examine new and innovative environmental and technological solutions to predict, prevent and decrease the number of falls.

We will continue to build existing structures, processes and outcomes which involves enhancing our existing research capacity. That includes recruiting Research Affiliates, developing a Professional Advisory Group, recruiting research and innovation champions, submitting publications and finding other mechanisms and implementing lessons learned from other organizations to sustain research and innovation.

# Research And Studies In The Manors

## Facial Recognition Tool

equipment being tested to determine Falls and Pain.

## Sit/Stand Study

A joint partnership with the University of Alberta and University of Calgary. The intent is to link improved balance with increased ability to sit then to stand, resulting in decreased falls.

## TREC: Translating Research in Elder Care

Is a research program focused on developing solutions for improving the quality of clinical care provided to residents. The aim of this study was to explore the strength of linkages between work environments, best practice use and resident outcomes to continue to improve residents' quality of life. Results of the findings will be presented and two additional studies conducted to further explore the data.

## Clinical Practices

Clinical Practices are recommendations intended to optimize patient care, that are informed by a systematic review of evidence and an assessment of the benefits and harms of alternative care options. They should be based upon the best available research evidence and practice experience.

## Wound Working Group

Is a group of employees who are focused on best practices in wound care and improve the structure,

processes and outcomes. Some of the topics the group worked on were:

- Having evidence based guidelines for the treatment of wounds
- Standardizing wound processes and documentation
- Providing additional education to employees
- Monitoring and evaluating indicators and outcomes related to wounds

## Appropriate Use of Antipsychotics (AUA)

Alberta's program is championed by the Strategic Clinical Networks, evidence-based governance mechanisms focused on family centred care and improving sustainability of healthcare in Alberta. Within all of our Manors, we conducted a study on use of Antipsychotics Use so that we could:

- Manage behavioural responses associated with cognitive impairment through a non-pharmacological approach.
- To prescribe antipsychotics only when medically necessary.

We focused on identifying the primary cause of behaviours, tailoring care to each unique individual, involving family members in care planning, and more frequent medication reviews.

The Pre-intervention statistics averaged ~25%, and although fluctuating, post-intervention levels have always remained below 10%. Over the past 6 months, levels have been maintained even lower at ~5%. In review, both Brenda Strafford Foundation LTC facilities have performed well beyond the provincial (~20%) and even Calgary zone average (~17%). Importantly, there has been

no increase in sedative medications or mechanical restraints as substitute behaviour modifying agents.

## Accreditation Canada

Accreditation Canada is a system-wide standards that address Governance, Leadership, Infection prevention and control, Medication management, Long-term care services and residential homes for seniors. In addition to our Exemplary Status from Accreditation Canada, our facilities typically score close to 100% on Continuing Care Health Service Standard Audits conducted by Alberta Health Services.

## Bridging the Gap Workshop

Held at Tudor Manor with the aim of building understanding of the Supportive Living Model amongst similar organizations and Alberta Health Services. Over 46 stakeholders attended this day long workshop which focused on collaboration to achieve Person Centered Care.

# 732

Inservices conducted for employees

# 155

Number of Students Placed

# 14,500+

Number of Hours for Student Placement

# 55

Employees attended Palliative Care Workshops

# Performance Highlights

## Partners in Research at the University of Calgary

The Brenda Strafford Foundation is dedicated to the advancement of knowledge and education on seniors health and prevention of domestic violence.

### Marc J. Poulin

PhD, DPhil

Brenda Strafford Foundation Chair in Alzheimer Research

#### Brain in Motion Study

##### Vision Statement:

A Centre of excellence for Alzheimer research and the prevention of age related impairments in cognition function and cerebrovascular regulation.

##### Goals:

- Develop a world class program in Alzheimer Research
- Promote Interdisciplinary Research
- Establish effective education links with the community
- Attract outstanding students, researchers and faculty

Dr. Poulin attended a number of local, provincial, national and international symposiums, conferences and lectures. Some noted topics included:

- Impact of exercise on brain health and cognition in older adults
- Aerobic exercise to improve cardiovascular health and prevent cognitive decline in older adults; insights from the Brain in Motion study
- Cardiovascular Consequences intermittent hypoxemia in health & disease
- Symposium on aging exercise and brain health
- Sleep disorder & altitude challenges & opportunities of the work at geographic altitude to protect the health & quality of life of the workers.

### Dr. David Hogan

The Brenda Strafford Foundation Chair in Geriatric Medicine Centre on Aging

- Provide leadership in the the development of geriatrics research
- Developing and maintaining a program of geriatrics research
- Promoting collaborative research across disciplines
- Establishing effective education links
- Attracting to the University outstanding students, research associates and Faculty
- Support of educational events including –Active Living for Healthy Brains and Shades of Grey
- Presentations--International (3), national (4), provincial (1), CME/CPD (4), public (4)

Attracting To The University Outstanding Students, Research Associates And Faculty

- Support of educational events including –Active Living for Healthy Brains and Shades of Grey
- Presentations--International (3), national (4), provincial (1), CME/CPD (4), public (4)

# Lana Wells

Brenda Strafford Chair, Prevention of Domestic Violence

## **SHIFT: The project to end domestic violence**

SHIFT is now being recognized provincially, nationally, internationally and called upon to consult with governments and NGOs that are interested in building primary prevention agendas to address domestic violence. Key Developments Include:

### **Engaging Men and Boys in Violence Prevention Strategy.**

This work involved research, interviews, systematic electronic review of programs and services designed to engage men and boys in primary prevention in Alberta.

### **Building Healthy Youth relationships to Prevent Dating Violence**

For the past 2 years SHIFT has collaborated with the Faculty of Education at the University of Calgary to develop a graduate-level, four-course interdisciplinary certificate program entitled "Advancing Healthy and Socially Just Schools and Communities".

### **Other Key Topics of SHIFT Included**

- Violence Prevention in LGBTQ Communities
- Supporting the Supporters to Prevent Domestic Violence
- Policy/Government Relations
- Knowledge Mobilization Strategy

The Fourth "R" - relationships

# 303

teachers were trained

# 15,731

youth participated

# 305

facilitators were trained

# 4,660

youth participated in Healthy Relationships Plus Program

# 133

Adults were trained in the Healthy Relationships Training Module

# Performance Highlights

## 13

Number of Brenda Strafford Foundation Employees who received an Employee Scholarship

## \$39,000 +

Total Scholarships received by Brenda Strafford Foundation Employees

## Develop Our People and Teams

### Employee Education Scholarship Program

The Brenda Strafford Foundation's Employee Education Scholarship Fund was introduced a couple of years ago and is making a positive impact.

We have seen

- Employees from support services go through the HCA certification courses in order to become HCA's.
- HCA's pursuing the next step in their career paths to become LPN's
- LPN's expand their training to become R.N.'s
- R.N.'s pursue Master Level education
- Many more including Recreation Therapists, HR specialists and finance personal grow and develop their education.

## Thanks to donors and sponsors:

- ARAMARK
- Alvin & Karen Fritz
- Angela & Jon Rokne

...this program will continue well into the future.

*"As a recipient of the BSF employee educational scholarship fund, I have the opportunity to improve my chosen career as an LPN through the financial grant that was awarded to me. This will help me in my LPN learning plan for my continuing competency. This is a requirement set by the CLPNA to assure competence in our area of practice.*

*For this year I will be attending workshops and seminars that I believe will give me confidence in my new role as LPN.*

*I'm so grateful with the scholarship and will recommend this program to my former HCA co-workers to help them advance their career.*

*This is an excellent opportunity to spread their wings to further expand their knowledge and be part of the BSF continuing innovation and goal for excellence in providing safe, competent and quality of care for our residents/seniors.*

*Thank you BSF!"*

*~ Marilou Lagan, LPN*

# Human Resources

Focus on the development of the Leadership team through self-driven and class room training.

## Launch of Skillsoft eLearning Platform

the Brenda Strafford Foundation Leadership Learning Centre- creation of tiered learning plans starting from emerging leaders through to Senior Management, as well as specialty areas such as project management, workforce planning, and Quality/ Organizational excellence. The website launched in September of 2015.

## LEADS classroom training

The Foundation engaged the Canadian College of Health Leaders training platform for LEADS in a caring environment. This training focuses on five leadership dimensions: Lead Self, Engage Others, Achieve Results, Develop Coalitions, and Systems Transformation. There were 30 participants, encompassing the Manors, Support services, and the Society.

## Insights Discovery

This training is aimed at self-discovery and understanding how to take personal strengths and opportunities in order to leverage them in the work environment. The half-day session identified the group dynamics and where the Foundation should focus in Leadership growth.

## Health and Safety in the Workplace:

Is of primary importance to the Brenda Strafford Foundation. The Partners in Injury Reduction team completed the annual audit and retained our Certificate of Recognition. In coordination with the qualifying of a new auditing team, a Committee was created to support ongoing audit efforts and focus on all aspects of the Partners in Injury Reduction standards.

Workers Compensation Board claims were reviewed by Matrix Consulting and as a result of this review there was a cost savings of over \$143K to the Brenda Strafford Foundation.

Disabling Industry Rate: Number of disabling injury claims per 100 workers. A disabling injury is defined as any claim resulting in a lost time and/or modified work. From 7.4 To 5.1 in one year.

Severity Rate: Severity rate is a measure of DURATION of lost time claims – This rate went from a high of 20.8 to a low of 7.4 in one year.

## For 2016

### Safety Leadership Training

in Q1/Q2 a focus to be placed on safety and leadership understanding of their part in developing and upholding a safe work environment. This training encompasses four modules: Workshop I: Introduction to Health and Safety Leadership, Workshop II: Safety Leadership Basics, Workshop III: Driving Safety Accountability, Workshop IV: Safety Leadership Actions

### Implementation of 360 degree Leadership feedback:

Leveraging the Insights Discovery model with their 360 degree leadership feedback process- aids in the application of the leadership attributes the Foundation supports with a development outlook.

Continued support and Building on the Skillsoft eLearning Learning Centre. Review of the Leadership

Performance Management process-evaluate the current process cycle and review mechanisms for Leadership positions.

There were a number of subject specific education sessions which provided our employees along with family members, opportunities to develop understanding, expertise, knowledge and skills to advance services within our Manors.

# Performance Highlights

## Enhance Technology and Infrastructure to Improve Service Quality and Establish Industry Leadership

### Information Technology

Executive Summary. The last 12 months have been a period of consolidation and security focus for the IT team. With ever increasing threats from external sources (malware, ransomware etc.) the IT department has focused to improve the resilience to and recovery from these threats. The installation of Next Generation Firewalls has significantly enhanced the capabilities of the IT team to prevent unauthorized access to our networks and to prevent the loss of any data.

There has also been a number of developments aimed at improving the care to residents including: installation of new Point of Care kiosks, improved reliability of networks and services to allow care staff more time to carry out their functions, providing improved methods for communicating with residents and families and quickly setting up communications for Adult Day Program outreach at two sites.

### Support to Staff.

The IT staff has increased the number of IT tickets resolved year on year by 40% averaging over 7.6 issues resolved per day. This improvement allows staff to concentrate on providing care to residents and worry less about IT concerns.

### Focus on Security.

A major focus for the past 12 months has been improving IT security for the Foundation, these improvements have greatly reduced the risk from external attack and increased the reliability and accessibility of our networks. By increasing the security of our sites and networks we work to prevent any data loss that could impact our staff, residents or family members.

### Looking to the Future.

The coming 12 months is going to bring exciting developments to the delivery of care and the services available to our staff, residents and families.

Planned improvements include the following:

1. Implementation of NetCare so that our staff and physicians can improve the level of care that can be provided to our residents.
2. Deployment of EMAR (Electronic Medication Administration Record) to our Long Term Care residents to improve the speed and reliability of medication administration.
3. Improving our end user experience to reduce lost time, increase productivity and reduce stress in the workplace.
4. Implement a wireless solution to be available to our residents and family members while continuing to provide a rock solid wireless solution to our care staff.



## Bow View Manor Expansion Opens December 2015.

- Expands from 169 Residents to 231.
- There are two new dining rooms and every floor has a lounge with a fireplace, a TV and a stunning view of the Bow River.



## Clifton Manor Multi-Year Rejuvenation

A multi-year rejuvenation plan was developed to meet the needs of aging adults in our care. This is a phased project that will introduce a variety of innovative design strategies and comforts to enhance quality of life of residents and family members.



# Committee Reports

## Governance Committee

### Committee Members

Joan McGregor, Norma Jackson

### Support

Mike Conroy, Jenny Robinson

Governance Committee has ensured that bylaws, Articles and Objects and policies are created and periodically reviewed which define: the roles and responsibilities of the board plus duties and responsibilities of directors and officers; that oversight and alignment of the strategic plan, risk management and Accreditation Canada policies are managed.

### Highlights

- Reviewed Board evaluation tools.
- Reviewed and approved the Strategic Plan.
- Reviewed the results of Accreditation Canada Governance Functioning Tool and results of the Board Self-Evaluation and implemented a number of improvement opportunities.
- Monitored Human Resources issues specifically focused on talent management and succession planning and Workers compensation.
- An Intranet Portal was developed to enable Board members to more easily access Board information and updated policies.

### Priorities for 2016/17

- Ensuring the updated policies are accessible for all Board members.
- Accreditation readiness.
- Incorporation of Nominating Committee tasks.
- Clarify any outstanding issues identified in the 2016 Board Self-Evaluation.

# Health Quality and Safety Committee

## Committee Members

D Nielsen; Chair; Roxanne Sissons; Dr. Wayne Giles

## Support

Mike Conroy; Judy Mizuik (January to October 2015); Jenny Robinson

## Highlights

- Assurance that a comprehensive quality improvement and safety programs are in place.
- Committee reviews comprehensive reports such as Standard Care Plan Practices; Medication compliance including use of Antipsychotic drugs and medication errors; Use of Physical Restraints; Pain management and more. This is a quarterly review.
- Quality Indicators and Variance Analysis were detailed at each meeting.
- Safety reviews i.e.: use of transfer belts at all sites; falls and infection control policies were reviewed.
- Quality Indicator Reports were reviewed, showing the baseline and benchmarks for the year 2014 and 2015. A new Benchmark formula defining key performances with nursing staff has been established to ensure there is a defined process that guides quality and safety improvements in place.

## Fall Programs implemented in April 2015;

- Pandemic guidelines were reviewed and improved;
- Infectious Control Program have been implemented.
- Education and Training program for staff and Board offered promotion of safety for residents and staff and to comply with accrediting bodies.
- Resident Satisfaction Survey Completed with good results.
- Adult Day Programs have increased to 108 spaces following the closure of VON.

# Committee Reports

## Finance Committee

### Committee Members

Dr. Barrie Strafford, Chair; Clayton Sissons, Peter Kruselnicki

### Support

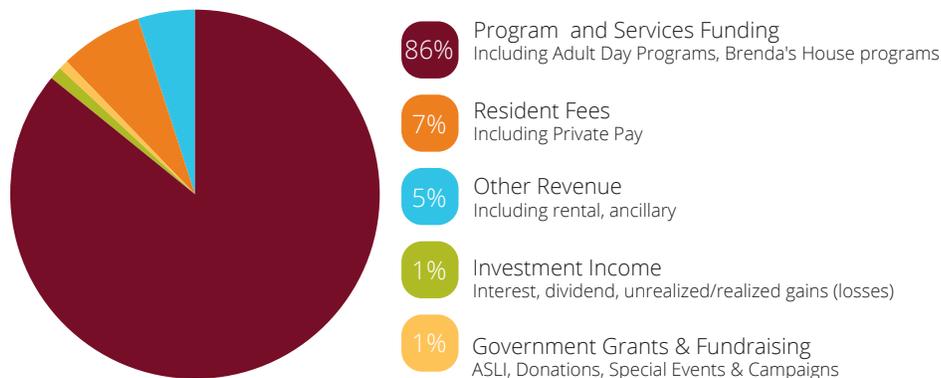
Mike Conroy; René Gris , Glenda MacCallum-Snow

Committee met quarterly prior to each BSF Board Meeting. We welcomed a new Finance Committee member in 2015, Peter Kruselnicki which increased our Finance Committee complement to that required per the Governance rules.

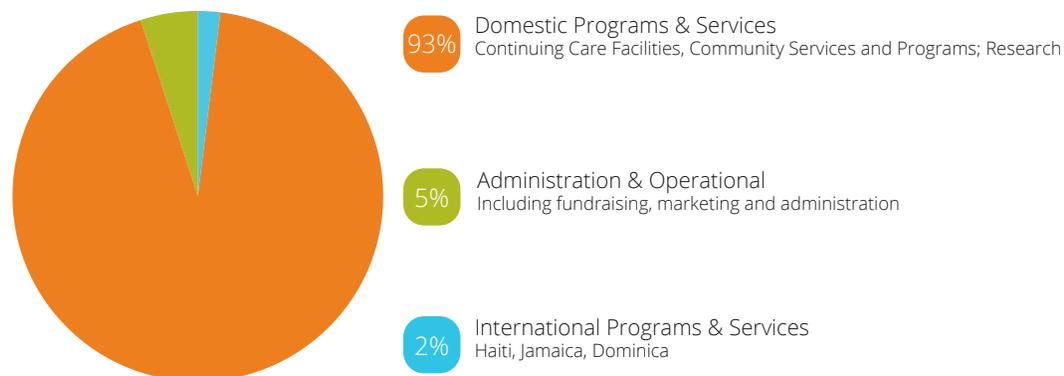
### Highlights

- Initiated a quarterly review of each Investment Portfolio's performance compared to established benchmarks.
- Great Plains upgraded to latest version in December 2014 which will further enable process and reporting efficiencies.
- Brendan Park, IT Manager, presented an IT risk assessment at the March 17th Board meeting.
- Glenda MacCallum-Snow joined The Brenda Strafford Foundation as the VP, Finance effective March 9, 2016.

Revenue



Expenses



# Recruitment And Nomination Committee

## Committee Members

Roxanne Sissons, Chair; Dianne Nielsen

## Support

Mike Conroy

Committee met quarterly prior to each BSF Board Meeting. We welcomed two new Board Directors in 2015 – Joan McGregor and Peter Kruselnicki.

## Highlights

- A Board Orientation Outline was implemented.
- The BSF Board of Directors Skill Matrix was updated and completed by the Directors.
- A recommendation was put forth by the Committee to increase the size of the BSF Board to nine.
- Board Education was ongoing throughout the year on a number of topics such as Strategic Plan, Falls Initiative, Clinical Quality Program, leadership Development and Board Liability

This Committee going forward will become part of the Governance Committee therefore this will be the last report of the Recruitment and Nomination Committee. I would like to extend a big thank you to Dianne Nielsen for all her work as a committee member and to Mike Conroy for the support he has extended to the Committee.

# Fund Development & Communications

## Donors

Donations to the Brenda Strafford Foundation in fiscal 2015-16 were gratefully accepted. We want to acknowledge all the donors who so generously contributed to our work and projects this past year. Also, thank you to those who chose to remain Anonymous.

Many of the donors told us how grateful they were for the high level of care their loved one received and wanted to give back in honour of the employees. Donations received were used for:

- Employee Education Scholarship Fund
- Blanket Warmer
- Outdoor furniture and benches
- Acknowledgement party, lunch, for employees
- Games, craft items and recreation activity equipment
- GO FISH Campaign- Fish Tank and Water feature at Bow View Manor
- Golf Tournament Sponsorship
- Nursing
- Adult Day Programs
- Seniors Week Activities
- Build a Bus Campaign, Tudor Manor
- Institut Brenda Strafford, Les Cayes, Haiti, Caribbean
- Lastly, where most needed.

**Thank You also to everyone who provided Gift in Kind donations including a piano and wheelchairs.**

## Campaigns to Enhance Life

- GO FISH for Bow View Manor Goal: \$35,000.
- This was launched in the Fall of 2015 and funds raised is to support the purchase of 2 Fish Tanks for residents to enjoy plus a water wall feature to provide hours of relaxation.
- Build a Bus for Tudor Manor: Goal: \$100,000.

**Donors were extremely generous and as a result of their support, we raised over \$100K. The Handi-Bus was ordered and preparation for delivery in early Spring 2016 is in place.**

## President's Circle

### Individuals

Harold Roozen

### Corporate and Community Group(s)

Mawer Investment Management Ltd.

## Leaders Circle

### Individuals

Jon and Angela Rokne

### Corporate and Community Group(s)

Aramark Canada Ltd

# Fund Development & Communications

## Builders

### Individuals

Choon-Hwa and Kang-In Yoon  
Dr. Barrie Strafford  
Ellen Chohey  
Louise Forgues  
Noela Moffit  
Richard and Carolina Walls  
Sharon White & Alice Newman

### Corporate and Community Group(s)

Axia Supernet Ltd.  
Encana Cares Foundation  
Sobey's, Okotoks, AB

### Gift in Kind

Bonita Mizera

## Associates

### Individuals

Alberta J. & David H. Fisher  
Alison Traynor  
Allister Palmeter  
Anthony Stranger- Jones  
Bernice Grossi  
Bill Pankow  
Bruce and/or Lida Corbett  
Cameron Arthur & Marie Sondergaard  
Carole Kirk  
Cathy Kettlewell  
Cecil Pittman & Joan Enns  
Charlie Erickson  
Clyde Moore  
Constance Studer  
Courtney Jackson  
Daryl & Diane Sands  
David and Sheena Pacholok  
Dean and Marg Troubsi  
Delia Lamont

Donald Walls  
Donald William & Myrna Leah McDonald  
Donna Lindeburg  
Douglas and Heather Kariel  
Duncan, Barbara and Dianne Bird  
Edward H. Watson  
Eileen Swan  
Estate of Evelyn Donlevy  
Estate of Marie McCaffrey  
Evelyn Pickersgill  
Florence Lachance  
Frank and Beth Barnstead  
Gary & Sue Montgomery  
Georgina Wren  
Gerald Dusick  
Glenda Cantley  
Glennis Buehning  
Gwen Grier  
Hans M and Grace V. Eggli  
Harm and Wendy Roggema  
Helen O.Henderson  
Howard Geier  
Ida Woo  
Iran Moghadan-Kharariroud  
Isaac Doerksen  
J. Mervyn and Doreen Montgomery  
Jeanne Walker  
John and Kathy DiFiore  
John Killick  
John Lewis  
Judy and Tom Birkbeck  
Karen Harty  
Kathleen Shannon  
Kathleen Shaw  
Laura Fabbro & Dana Peers & Family  
Leo and Theresa Poirier  
Leona Waddell  
Lisa Siddons  
Lise Blanchette  
Lonia Krygier  
Lorna M. and Roney Don Stanley Rose  
Luc Dugal

Lynn Craig  
Malcolm and Suzanne Sills  
Marilyn Will  
Marjorie Bobson  
Marjorie Reykdal  
Marshall Bye  
Maureen and Al Neilson  
Melissa O'Leary Wilson  
Mike and Sue Conroy  
My Van Lau  
Norma Wegh  
Patricia and Arthur Foster  
Philip and Annette Petrovich  
Rita Low  
Ron and Bev Will  
Ronald and Melinda Price  
Sandra F. Lucas/Faculty Women's Book Club  
Sharon Fraser  
Sheila Montgomery  
Shirley Manifold  
Sneh Devi Padarat  
Stacey Gould  
Steve and Marla Cohen  
Sunny Young Kyoung  
Susan Carlyle  
Terry, Corrine and Madison Bell  
Tracy Fox  
Troy and Lynn A. Fletcher  
Vasuda and Rajan Kowshik  
Velma Beebe  
Wendy or Robert Gilmour  
William and Arlene Blake  
William Lazaruk & Marjorie Reykdal  
William McConkey  
Wilma Ferguson

# Thank You



## 2810

Number of Volunteers who donate time to our Recreation Departments

## 7561

Number of Total Hours Donated by Volunteers in the Manors- about 21 volunteer hours per day, every day of the year.



### Corporate and Community Group(s)

Alain Hepner Professional Corporation

Ametek Electrical LTD

Like a Rock Fund at The Calgary Foundation.

Callow & Associates Management Consultants INC.

Dr. Peter F. Gibson Professional Corporation

ECOLAB

Foothills Pulmonary Function Lab

Houbi Professional Corporation

Ko Deviation Consulting INC

Milton Eby Holdings Ltd.

MNP LLP

Pierson's Funeral Service Ltd.

Service Experts Heating and Air Conditioning

Shoppers Drug Mart/Pharmaprix

SunCares Community Service Volunteering Program

Network Corporate Search Personnel Inc.

### Gift in Kind Donors

John Smithers

### Volunteers Help Others!

Volunteers enhance Quality of Life for aging adults within our continuing care facilities. The Brenda Strafford Foundation is thankful for their dedication and we value every minute each person shares with our aging adults.

### Thank You!

Volunteer Activities are limited only by one's imagination.

Below is only a small example:

- Calligraphy
- Pet visits
- One on one conversations, story telling
- Outings to local events – (Devonian Gardens, Museums etc.)
- Cocktail Hour and parties
- Piano playing and singing
- Bingo and other fun games
- Crafts and art therapy
- Special Occasion celebrations

Volunteers are recognized each April with a special dinner and celebration that is organized by the Recreation Departments within each Manor.

### Looking Ahead

Volunteers will be able to expand their interest by joining in special fundraising events like the Brenda Strafford Foundation Golf Classic in September 2016 and the Communications department as writers and story tellers.



**The Brenda Strafford Foundation Ltd.**

Charitable Registration No.105198873RR0001

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