



The
**Brenda
Strafford**
Foundation



Report To The Community
2022 - 2023



Pursuit 2025: The BSF Way Strategic Plan 2022-2025

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

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

- ### Strategic Goals 2022-2025
1. First choice of residents, clients, and families
 2. Employer of choice
 3. Excellence in research and innovation
 4. A leader in quality and safety
 5. Drive smart growth and strong stewardship
 6. Optimize social impact

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Message from the Board Chair



Home Network contributes to the vision 'to create a future where people can live life to the fullest, with dignity hope and happiness – in caring and supportive communities' by helping people who have experienced family violence to live safely and successfully in the community.

Behind the scenes, the board worked with leadership to integrate key priorities from the former 'BSF Cares' strategic plan, focussed on charitable initiatives separate from the continuing care operations, into one all encompassing and foundation-wide strategic plan. This integration of strategic planning for our local community supports and international healthcare activities enables a more unified approach to strategic, operational, and capital planning across the foundation.

Thank you once again for your ongoing support of The Brenda Strafford Foundation and your commitment to continuing the legacy that Dr. Strafford dedicated his life to. As the foundation continues to evolve, we remain guided by Dr. Strafford's philosophy: 'The preservation of dignity and the pursuit of happiness.'

A handwritten signature in black ink, appearing to read 'Clayton Sissons'.

Clayton Sissons
Board Chair

On behalf of The Brenda Strafford Foundation's Board of Directors, I extend our sincere appreciation to all staff, residents, families, as well as to our partners and supporters in the community.

Reflecting on the last year, 2022-23 was another year of growth and new beginnings for the foundation. As a board we are extremely proud of the far-reaching impacts of the important work taking place throughout all aspects of the foundation's activities.

Of the many accomplishments of the past year, one of the highlights for the board was seeing the commissioning of the new Clifton House site and we took great pride in celebrating with residents, staff, and partners at the grand opening.

We also welcomed the merger of Heart Home Network as part of the foundation. Formerly 'The Brenda Strafford Society for the Prevention of Domestic Violence', it was originally founded as a separate entity by Dr. Strafford more than 25 years ago. Now operating as part of the foundation, Heart

Message from the CEO



The fruits of our labour in the first year of 'Pursuit 2025' are evident across the spectrum of services we offer, from Aging Care and Senior Living to Community Supports, International Healthcare, and Research and Innovation. The milestones we've reached, showcased in this report, affirm the strength of our multifaceted approach.

My visits to our International Healthcare operations in Haiti, Jamaica, and Dominica have been particularly enlightening and emotionally fulfilling. Interacting directly with our dedicated staff of over 100 professionals and seeing the tangible impact of our work on patients' lives reiterated the profound importance of our global healthcare initiatives. It also underlined how our local endeavours in Canada play a pivotal role in extending quality healthcare to underserved regions globally.

As we navigate the years ahead, you can count on The Brenda Strafford Foundation to be a steward of change, focused on sustainable innovation, judicious investment, and effective resource management. Our mission remains unwavering: optimize the well-being and enrich the lives of those we serve and enhance our social impact for the betterment of the communities where we operate.

On behalf of our senior leadership team, I express my deepest gratitude for your continual support and significant contributions. As we forge ahead, I am excited to journey through another year of meaningful experiences and milestone achievements with each and every one of you.

A handwritten signature in black ink, appearing to read 'Tony Weeks'.

Tony Weeks
President & CEO

It is both a pleasure and a privilege to reflect on the remarkable journey we have undertaken together since I began my tenure as President and CEO of The Brenda Strafford Foundation over a year ago. The success we've achieved in this initial phase can be attributed to the collective effort of our dedicated team, loyal partners, and the community that supports us. Thank you for being an integral part of this outstanding year.

In June of 2022, we took a significant step forward by inaugurating our new strategic roadmap, 'Pursuit 2025: The BSF Way.' This three-year blueprint ambitiously sets forth to reshape our future, challenging conventional wisdom while respecting our founding values and philosophy. As we build on nearly half a century of growth and innovation, this strategy reaffirms our commitment to enhancing the lives we touch, here and abroad.

This ambitious new strategy for the next three years will boldly guide us into the future, innovating and disrupting the status-quo. We will continue to honour Dr. Strafford's visionary, entrepreneurial and philanthropic legacy as we build upon BSF's track record of innovation, growth, and success over its impressive and long-standing history of nearly 50 years.

Message from the Strafford Family

The Brenda Strafford Foundation is grateful for the continued support of the Strafford family. Although Dr. Strafford is dearly missed, the ongoing contributions of the Strafford family members continue to strengthen his legacy, in the memory of Brenda Strafford, through the ongoing work of The Brenda Strafford Foundation.

With each year since the passing our father, we see the legacy he created continue to grow as we witness more changes and new developments taking shape across The Brenda Strafford Foundation.

Our family takes great pride in continuing to be part of this important family legacy, and we know that our father would also be proud of the foundation's ongoing evolution and success.

In the past year we have seen the introduction of a new CEO and the launch of a new strategic plan marking the start of a new era. Locally, we have seen the opening of a new site at Clifton House, and we have witnessed The Brenda Strafford Society for the Prevention of Domestic Violence transition to Heart Home Network as it merged to become part of The Brenda Strafford Foundation. Further afield we have seen a new eye centre launched abroad in our mother's name through The Brenda Strafford Foundation.

In addition to these many new beginnings, we have also had the opportunity to reflect on some significant historical milestones with the 10-year anniversary of Tudor Manor in Okotoks and the 40-year anniversary of the Institut Brenda Strafford in Haiti.

Our family is proud to be part of the history of The Brenda Strafford Foundation. We are also proud to be part of its future, as it builds upon the legacy that our father Dr. Barrie Strafford created in our mother Brenda Strafford's name.

As we always continue to say, our father believed the foundation's greatest asset was its people!

Thanks to the hard work and dedication of the foundation's people – from the guidance of the Board and Leadership team to the dedication and compassion of the employees and support of the community – the legacy of The Brenda Strafford Foundation remains strong!



Miles Strafford

Miles Strafford



Roxanne Sissons

Roxanne Sissons



Lisa Strafford

Lisa Strafford

Our Founding Purpose

The Brenda Strafford Foundation Established August 15, 1975



Brenda Strafford
1931-1974



Dr. Barrie I. Strafford
1928-2016

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 Caribbean. The Brenda Strafford Foundation has a proud history of serving seniors and those in need since 1975.

*The Preservation of Dignity
and the Pursuit of Happiness*

History of The Brenda Strafford Foundation

Serving Seniors and Those in Need Since 1975

1975 - The Brenda Strafford Foundation was established as a registered Canadian charity, operating Riverview Nursing Home in Medicine Hat, and Bow View Nursing Home in Calgary. In 1982, Riverview Nursing Home was sold, and the proceeds were used to benefit The Brenda Strafford Foundation's charitable endeavors. Bow View Nursing Home (owned by Dr. Strafford since 1967), now known as Bow View Manor, became the foundation's base in Calgary.

Diversifying Into International Healthcare

1983 - The Brenda Strafford Foundation established its first international charitable healthcare program, The Institut Brenda Strafford, in Haiti. The foundation has since expanded to include healthcare services in Jamaica and Dominica.

Research on Aging at the University of Calgary

1987 - The Brenda Strafford Chair in Geriatric Medicine was established at the University of Calgary. The Brenda Strafford Foundation's support of research on aging at the university now also includes the Brenda Strafford Chair in Alzheimer Research (1997) and the Brenda Strafford Centre on Aging (2011).

Championing the Prevention of Domestic Violence

1996 - The Brenda Strafford Society for the Prevention of Domestic Violence was founded and opened The Brenda Strafford Centre, initially a second-stage shelter for women and children leaving emergency shelters. In 2010, The Centre relocated and expanded to also include progressive housing to further support women and children impacted by domestic violence. After 26 years of operating independently, in 2022 the Society officially merged with The Brenda Strafford Foundation to form a united organization now known as 'Heart Home Network.'

The Brenda Strafford Chair in the Prevention of Domestic Violence (2007) supports research at the University of Calgary.

Expanding Seniors Care Operations

1996 and beyond - The Brenda Strafford Foundation has continued to expand its seniors care operations to now also own and operate Wentworth Manor (1996), Clifton Manor (2010) replaced by Clifton House (2022), Tudor Manor (2012), and Cambridge Manor (2020).



Our Social Impact

The Brenda Strafford Foundation is dedicated to ensuring that the care and services we provide have a positive social impact. The information below is a snapshot of examples demonstrating how our activities optimize the well-being and enrich the lives of the individuals and families we serve, positively contributing to the greater communities where we work.

Area	Outputs (Measured)	Outcomes (Measured)	Social Impact Contribution (Presumed)
 Aging Care & Senior Living in Alberta	1,451 residents cared for or assisted, with access to recreational activities	70% lower depression rates for BSF long-term care residents compared to long-term care facilities in Alberta ¹	Enhanced well-being and reduced social isolation for individuals needing aging care ²
 Community Supports in Alberta	276 domestic violence survivors supported with wrap-around housing services at HHN	34 clients successfully returned to the community	Empowered survivors of domestic violence and homelessness can live independently, reducing the need for ongoing health, social, and justice services ^{3,4}
 International Healthcare in the Caribbean	48,746 eye consultations provided at facilities run or supported by the BSF	490 of 500 (98%) patients surveyed in Haiti were satisfied with the service they received	Individuals with good vision have improved health & well-being, economic outcomes, and education opportunities ⁵
 Research & Innovation	Created and provided dementia care education for over 50 families and residents and 200 employees	23% increase in understanding about dementia among surveyed participants	Improved awareness within the community on health issues affecting seniors

¹ Alberta Health, Facility Outcome Measures Report

² World Health Organization, Long-term Care: www.who.int/europe/news-room/questions-and-answers/item/long-term-care

³ Canadian Women's Foundation: www.canadianwomen.org/the-facts/gender-based-violence

⁴ CaringWorks: www.caringworksinc.org/our-impact/community-impact

⁵ International Agency for the Prevention of Blindness: www.iapb.org/learn/vision-atlas/impact-and-economics

Aging Care and Senior Living



At our five continuing care sites in Calgary and Okotoks, Alberta, we operate with a steadfast team of approximately 1,500 employees, providing exceptional care and living services to more than 1,000 older adults and their families. Our foundational approach, 'The BSF Way,' prioritizes quality of life and person-centred care and services.

Cambridge Manor
253 Smith St NW
Calgary, AB
T3B 6K1

Bow View Manor
4628 Montgomery Blvd NW
Calgary, AB
T3B 0K7

Wentworth Manor
5717 14th Ave SW
Calgary, AB
T3H 3M2

Clifton House
907 47th St SE
Calgary, AB
T2A 7L4

Tudor Manor
200 Sandstone Dr
Okotoks, AB
T1S 1R1

Clifton House Grand Opening Celebration



In September 2022, residents and staff gathered to commemorate the opening of the new location, which offers modern, accessible amenities and a focus on providing high-quality care and services for our residents and their families.

Clifton House has the capacity to be home to 175 residents with both Supportive Living (SL) and Long-Term Care (LTC) services to support residents to age-in-place as their care needs change over time. The site includes a secure neighbourhood for specialized dementia care and an Adult Day Program that provides respite and support to clients living in the community. Clifton House is also home to Clifton's specialized KINDD (Kindness, Independence and Nurturing for Developmentally Disabled) program for adults aging with a developmental disability living in continuing care.

Clifton House site originally opened on April 4, 2022, and is located across the street replacing BSF's former Clifton Manor Long Term Care site in Forest Lawn, SE Calgary, that has now been demolished. BSF has launched a broad internal and external consultation process to help design the future of the currently vacant land.



Aging Care and Senior Living

They Shoot, They Score: William's Wish



'Pursuit of a Lifetime' is a program designed to inspire our Aging Care and Senior Living residents to live life to the fullest, and to continue dreaming and pursuing their passions and goals.

William is an avid hockey fan. He used to be a hockey coach, and some of his players even moved on to play in the NHL. Now as a

resident at BSF's Bow View Manor, he enjoys watching hockey games, especially when the Calgary Flames are playing. So, when his family heard about the Pursuit of a Lifetime program, they knew that the perfect wish for their dad would be to attend a Flames game.

BSF's Pursuit of a Lifetime Committee was delighted to grant this wish and, with the help of the Flames, arranged for William and his family to attend a home game at the Scotiabank Saddledome. To top off the wish, the Calgary Flames also sent William a jersey, customized with his name and number on the back; number 99 to match his age.

With William watching, the Flames even ended up winning the game!



Resident's Voice: BSF's Dementia Education Program

As part of our commitment to providing person-centred care and services, BSF has developed a customized education program to improve the quality of life for residents living with dementia and to support our staff, families, and caregivers understanding of dementia.

The program development process involved extensive consultation, literature review, and evaluation of the best practices across existing models of dementia education and care delivery. In 2022, BSF finalized the Resident's Voice program custom-made specifically to incorporate our 'BSF Way' principles designed to ensure our care, services, and environments are Personalized; Enabling; Involve Positive Interactions and Relationships; and Develop a Sense of Belonging. We have now proudly commenced delivery of this customized dementia education to employees and families.

Understand Living with Dementia	
Enable a Meaningful Life	Dementia Aware
Foster Caregiver Wellbeing	
Connect in the Moment	
Create Supportive Environments	Dementia Informed
Promote Excellence in Dementia Care	Dementia Champion

"Evaluation of the Resident's Voice education program demonstrated a statistical and meaningful difference in the respondent's self-evaluated feelings of their understanding of dementia and their knowledge and skills to assist someone living with dementia. One of the most meaningful aspects included a video demonstrating the perspective of what it is like to have dementia, allowing participants to put themselves in their shoes and increase their empathy."

Catherine Laing
Executive Director Resident's Voice Program Lead

Community Supports



BSF plays a crucial role in the prevention of domestic violence and homelessness in the community. We provide safe shelter and essential support services for women and children at risk of family violence through our BSF Heart Home Network, and for families facing homelessness through our partnership with Children's Cottage Society.

Heart Home Network

Heart Home Network serves people at risk of family violence by providing a safe housing environment and comprehensive support services for its residents, so that they can transition to living stable lives free of abuse in the community.

Becoming Heart Home Network

After 26 years of operating as an independent registered charity, on April 1, 2022, the former Brenda Strafford Society for the Prevention of Domestic Violence' officially merged to become part of BSF - now known as 'Heart Home Network.' As a unified organization, we will continue to evolve and explore new opportunities for further growth as part of our strategy to optimize social impact for the communities we serve.

Programs and services include:

- Counselling
- Childcare
- Addictions recovery
- Job skills training
- Volunteer opportunities

What We Do

Heart Home Network provides housing for up to 2 years to women and children leaving domestic violence situations. Located in central Calgary, and one of the largest post-emergency shelters in the country, the centre offers 34 self-contained second stage shelter apartments and 51 self-contained progressive housing apartments plus wrap-around supports for residents. Former residents continue to have access to services for up to 6 months as they transition into the community.



276 clients served last year (112 adults and 164 children)

At least **75% of clients** identify as BIPOC

Clients with Indigenous backgrounds make up the largest population of clients

served **(36%)** with African in second **(15%)**

Over **20** different languages are spoken

3,519 hours of counselling

13,196 hours of childcare

4,193 hours of volunteer time



Heart Home Network residents and staff enjoyed a visit to the Calgary Zoo.

Community Supports

Heart Home Network

Brighter Futures: Building Financial Wellbeing for Survivors

Launched in 2022, 'Brighter Futures' in partnership with SAIT and other post-secondary, corporate, and community institutions aims to create a social enterprise through which Black, Indigenous, People of Color (BIPOC) and/or marginalized women in the Calgary area can build employability and economic self-sufficiency skills leading to a new life after leaving a domestic violence situation.

Project Goals:

- Provide training and certification in administrative occupations, mentorship and coaching, and supported employment within a social enterprise structure.
- Facilitate the creation of a collaborative working relationship between the domestic violence sector and the post-secondary sector.
- Support the participatory engagement of BIPOC and marginalized women impacted by domestic violence in research and program design.
- Build the foundation to remove barriers for BIPOC and marginalized women to access post-secondary education and white-collar employment.



Thank you so much for all your extra time put into the program. It helped me gain more confidence and feel better going back into the field!

From October 2022 - March 2023, we have successfully carried out training for **27 women** over two cohorts. The program has also successfully had a **74% graduation rate.**



A **key benefit** from this project for all participants – whether they have completed the program or participated in some of the offerings – is **connection with community resources and corporate representatives.** The women were given **valuable networking opportunities.** They have been exposed to different **career and education options** and can now make an informed decision that will positively impact their future.



Participants have reported an **increased level of confidence** with using soft skills including **communication, assertiveness, mindfulness and more.** Other skills, from **computer & technology use abilities to teamwork and cooperation,** have also improved.



Brenda's House

Operated by: Children's Cottage Society

Mission: Preventing harm and neglect to all children and building strong families through support services, respite programs and crisis nurseries.

In 2009, the Children's Cottage Society opened Brenda's House with the help of The Brenda Strafford Foundation. The donation of the use of the house has enabled the Children's Cottage Society to provide emergency family shelter for families who are currently experiencing homelessness. Families can be together in a safe, homelike environment and receive the support and the resources they need.



I am just so grateful to be safe here when I needed to be, and for my children to have a place to live when we had nowhere to go.



More than **150 children and their families** resided at Brenda's House last year.

84% of families accessing support at Brenda's House were successful in finding long term housing.

74% were able to move into their own apartments within **45 days.**



International Healthcare



BSF extends its reach to provide and support a variety of healthcare services the Caribbean nations of Haiti, Jamaica, and Dominica.



In Haiti, BSF operates the Institut Brenda Strafford specializing in ophthalmology and ear, nose, and throat services, serving over 200 patients daily.

In Jamaica, the Village of Hope hospice and continuing care home provides a nurturing environment for older adults and those in need. In addition, the 'Community Vision Centre of Excellence' operates from BSF's Village of Hope clinic in a partnership with Canadian Vision Care and Lions Club of Montego Bay providing affordable, comprehensive, and integrated eye care.

In Dominica, we have collaborated closely with the government and hospital authority to establish a leading Caribbean eye health program through the Brenda Strafford Foundation Eye Centre, operated by the Dominican Hospital Authority. In addition, four primary care health centres distributed across the island were built by BSF, operated by the Government of Dominica.



Venette is a native of Jérémie, a city located in southern Haiti. She is 91 years old and a Port-au-Prince resident. She had bilateral cataracts and was unable to recognize her children and grandchildren. She was forced to cease her small

artisanal production of sweets, which partially supported her independence. Venette is a strong and active woman. After travelling many hours to undergo surgery at the Institut Brenda Strafford to remove the cataract from her right eye, Venette regained functional vision and her smile. She indicates that she is prepared to resume her activities once the left eye surgery is completed. She expressed gratitude to the Institut Brenda Strafford for significantly improving her living conditions.



To improve the comfort of residents and staff enjoying some time outdoors, a new pergola was constructed at the Village of Hope hospice and continuing care home in Jamaica.

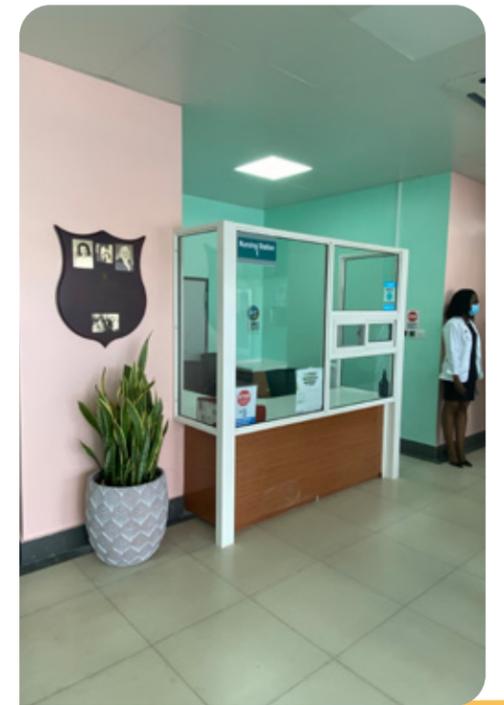
Official Opening of the Brenda Strafford Foundation Eye Centre in Dominica

In May 2022, the Brenda Strafford Foundation Eye Centre officially opened at the Dominica China Friendship Hospital. This partnership with the Government of Dominica and the Dominica Hospitals Authority provides state of the art and evidence-based ophthalmology services to the citizens of Dominica.

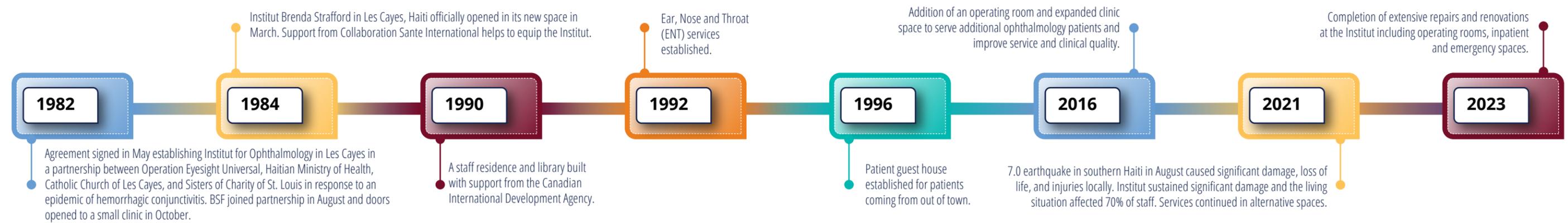
BSF leadership representatives Mike Conroy, former President and CEO, and Karyn Golem, Chief Financial Officer attended the opening celebrations.

The official opening of the Brenda Strafford Foundation Eye Centre at the Dominica China Friendship Hospital represents a new milestone in the long-standing legacy that Dr. Strafford first started when he supported eye care programs in Dominica in 1985. Additionally four primary care medical clinics built by the foundation enhance access to health promotion and disease prevention services in underserved regions of the country.

Dr. Strafford was presented the Award of Sisseroo from the Government of Dominica in 1988, in recognition of his service and contributions to healthcare in the community.



International Healthcare



The late Sister Evelyn Tremblay was the Institut's co-founder and first Administrator serving for 20 years, pictured with Dr. Strafford.

Celebrating 40 Years at the Institut Brenda Strafford in Haiti

In March 2023, Institut Brenda Strafford proudly celebrated its 40-Year Anniversary held in conjunction with the reopening of the hospital after extensive renovations were completed to repair and structurally reinforce the hospital and residence buildings following the 2021 earthquake.

The ceremonies included a mass along with a ribbon cutting and a blessing of the newly reopened area of the hospital. BSF leadership representatives Tony Weeks, President and CEO, and Kevin Melanson, Chief Social Impact Officer and former Administrator/Director of the institut, travelled to join staff in Haiti for a day of celebration, recognition, and reflection on the growth, achievements, resilience, and impact of IBS in the community.

Over the past 40 years, the institut has continued to grow, adapt, and respond to local needs to enhance the health, wellness, and quality of life of the people in Haiti. As Institut Brenda Strafford continues to evolve, it proudly builds on the legacy Dr. Strafford started 40 years ago in Haiti.



Before and after pictures of the repairs and renovations following the 2021 earthquake.



Long-standing employees of the Institut with 30+ years of service were recognized for their outstanding commitment including Mr. Gabriel Charles, a founding employee recognized for 40 years of service.



Research and Innovation



At BSF, we firmly believe in the power of research and innovation to drive meaningful progress. Through collaborations with academic institutions, the public sector, and private enterprise, we are continuously and actively engaged in projects that align with our strategy.

HealthTech Home

The HealthTech Home project is a collaborative effort between BSF and Health Cities. It aims to find innovative solutions to make aging at home more accessible for older adults, as well as address pressure on health systems by testing technologies and innovative solutions that help older adults remain safely in their homes longer with enhanced independence.

The project develops a “sandbox” environment within a BSF-owned condo unit that is connected to BSF’s Cambridge Manor. Innovative solutions have been selected and installed to monitor the health of an independent-living condo tenant over the course of one year in an effort to slow, or reverse, any decline in health and to aid aging in place. The tenant’s feedback and experience will help to build a framework that supports aging in place.

The technology and supports installed in the condo unit include smart and connected devices in the areas of lighting, heating, smart displays, and voice

assistants, to enhance safety, quality of life, and independence. Some of the technologies include a smart water sensor, robot vacuum, voice assistant device, smart smoke and carbon monoxide detector, automatic lighting, and smart locks.

“After living in the HealthTech Home for 5 months, there are so many things in the unit that facilitate my life and make me feel safer.”

HealthTech Home Tenant

“Today’s generation of aging seniors have different expectations around remaining in their homes and maintaining their independence as they age. We are committed to leading research and innovation that enhances the quality of life and quality of care for older adults in support of our mission to optimize well-being and enrich people’s lives, creating impact within our seniors’ care communities, and beyond.”

*Tony Weeks,
President and CEO*

Research at the University of Calgary

Our close affiliation with the University of Calgary includes the Brenda Stafford Centre on Aging and Research Chairs that contribute to significant advancements in Geriatric Medicine, Alzheimer’s Research, and the Prevention of Domestic Violence.



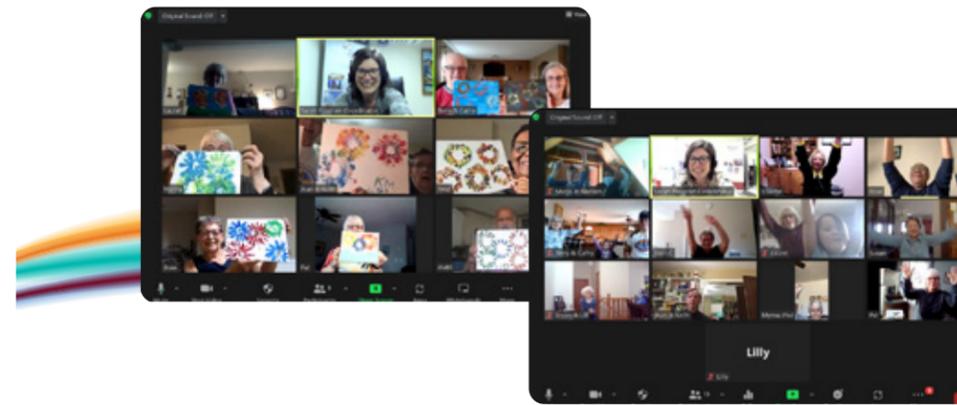
Dr. Jayna Holroyd-Leduc
Academic Lead, The Brenda Stafford Centre on Aging
The Brenda Stafford Foundation Chair in Geriatric Medicine



Marc Poulin, PhD
The Brenda Stafford Foundation Chair in Alzheimer Research



Lana Wells
The Brenda Stafford Chair in the Prevention of Domestic Violence



Rec@Home

Rec@Home is an innovative online recreation program created and operated by BSF that focuses on improving and/or maintaining older adults’ physical, mental, emotional, and social wellbeing using therapeutic recreation activities. Individuals can connect and build community from the comfort and convenience of their own homes by participating in virtual gatherings and activities in a safe and welcoming environment. Furthermore, this program offers respite for caregivers while providing a valuable tool to help address the special needs of those under their care.

In February 2023, BSF and Unison for Generations 50+ announced a partnership that combines both organizations joint expertise and strengths in creating and delivering seniors programs and services to better serve older adults in the community. This opportunity for collaboration provides more choice to more seniors across our communities and will support greater health and wellness outcomes for seniors, aligning BSF’s mission to optimize well-being and enrich lives with Unison’s mission to support older adults to live well in their community.



After three months of participating in the Rec@Home program, participants reported a **56% increase** in their physical activity levels, a **32% increase** in their mood and behaviour, and a **38% increase** in their social interaction with others and connectedness to the community.



“This unique partnership between our two organizations allows us to be better at reaching more seniors. Leveraging the strength of both organizations will help us to be more innovative and creative with our programming and our approach. We’re excited about the greater impact and better outcomes for seniors that we will achieve by collaborating together.”

*Larry Mathieson
Unison President and CEO*

Investing in Our People

The BSF Employee Education Fund was established in 2014 to support employees in their ongoing learning, professional and career development. Since its inception, we have seen employees from support services undertake HCA certification courses; HCAs, LPNs and RNs pursue higher levels of professional nursing education and training; and many others from various disciplines throughout the foundation continue to expand and grow within their professions.



"This program allows me to worry less about my financial stability, and I can focus more on my studies."
- Sam Tucker, Recreation Therapist



"These funds have greatly assisted me in my pursuit to be a fully registered LPN. Thank you for investing in me."
- Rosalyn Ramirez, Licensed Practical Nurse



“

This program allows me to worry less about my financial stability, and I can focus more on my studies. Another benefit to this program is that it opens the door for career advancement opportunities within the company; I was working as a Recreation Therapy Aide and just became a successful candidate for a Recreation Therapist position.

Samantha Tucker
Recreation Therapist

”

“

These funds have greatly assisted me in my pursuit to be a fully registered LPN. This means so much to me and I cannot thank Wentworth Manor leadership enough for pushing me to be the best I could be. Also, I really appreciate all the support, guidance, and advice from management and staff of this facility. Again, thank you for investing in me, I couldn't have done it without your help.

Rosalyn Ramirez
Licensed Practical Nurse

”

Resource Development

Featured Charity Partner: Circle K



Thank you to long-term supporter Circle K for their ongoing contributions to BSF's Heart Home Network.

Our residents can rely on Christmas hampers from Circle K, which generously provides families with holiday essentials. They also supply the Circle K Room, our in-house 'store' which gives residents the opportunity to 'go shopping' several times throughout their stay to pick out something just for themselves – a simple action that many women have been robbed of due to financial abuse and poverty. Their partner AIR-Serv also provides 100% of funding to furnish apartments for all new residents moving in.

Circle K is the host of an annual golf tournament with proceeds going to Heart Home Network, as well as numerous donation drives throughout the year. In 2022, the Circle K Golf Tournament raised \$65,000 in proceeds for Heart Home Network.

You can make a difference!

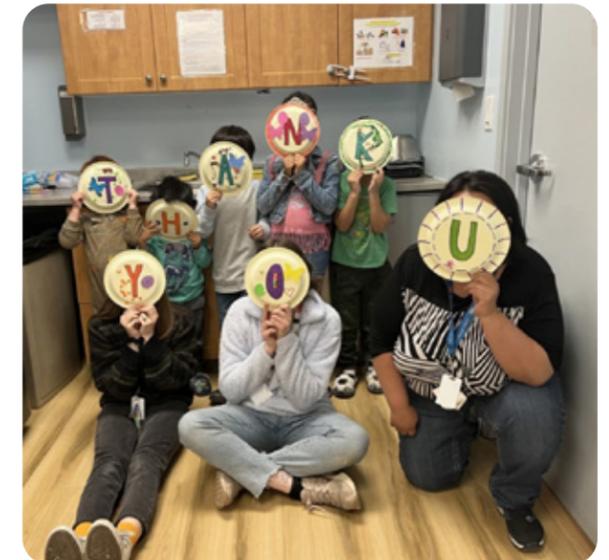
Your donation and time can make a difference to support our mission to optimize well-being and enrich people's lives.

Donate online: theBSF.ca

Send a cheque:

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

By volunteering you can help us achieve our vision to create a future where people can live life to the fullest, with dignity, hope and happiness — in caring and supportive communities. Volunteer opportunities are available for a range of activities at our Aging Care and Senior Living or Heart Home Network programs. To inquire about volunteering opportunities, please contact: volunteer@theBSF.ca



The Brenda Strafford Foundation 2022 Golf Classic

We are proud to recognize our sponsors of the BSF 2022 Golf Classic. Proceeds raised \$100,000 for our HealthTech Home project and innovative technological solutions to support the aging of older adults.



Trotter & Morton



EllisDon
Marquise Hospitality
Medline
Tidewater Midstream
Petrin Mechanical
Fortinet

PC Corp
Addenda Capital
Beutel Goodman
Bow Valley College
Carbert Waite
Chandos

Ecolab
Goodfellow & Schuettlaw
Hamilton & Partners
HBI Haworth
Insight

McLennan Ross
Servpro
S2 Architecture
PwC
Rogers Insurance

Board Committee Reports

Finance Committee

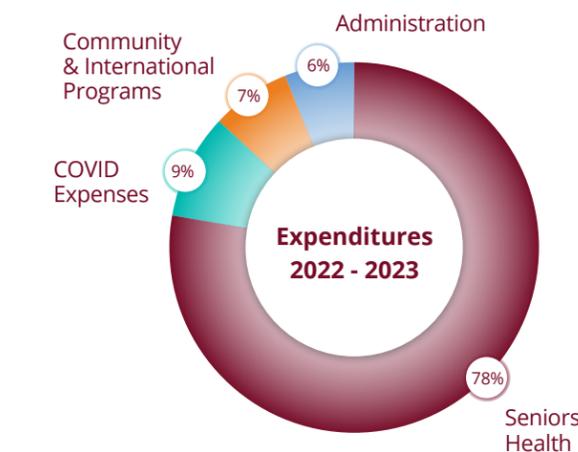
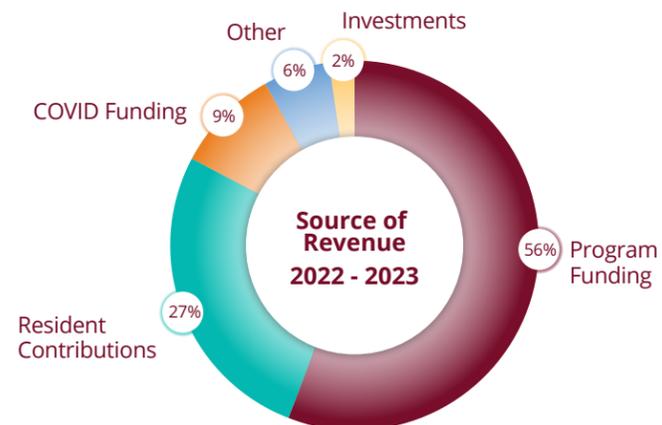
Committee Members:

Joel Vorra (Committee Chair)
Gary Duke
Rajesh Ghosh
Clayton Sissons

Committee Purpose:

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

The committee successfully guided the Foundation through another turbulent year, maintaining a strong financial record amongst global socio-political unrest, and the continued financial impact of COVID-19.



Governance Committee

Committee Members:

Gary Duke (Committee Chair)
Hilary McMeekin
Fazilah Shariff
Clayton Sissons

Committee Purpose:

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

As the Governance Committee Chair, I extend my gratitude for the work of our dedicated committee members this past year. Together, we've navigated every challenge brought before us with resilience and adaptability, upholding our commitment to principled governance. The collective efforts have been instrumental in serving our stakeholders with transparency and exceeding expectations. Here's to another year of unified effort and shared success!

Board of Directors

Clayton Sissons BA, LLB (Board Chair)
Gary Duke C.Tech
Rajesh Ghosh
David Hogan MD
Norma Jackson RN, BN
Noreen Linton

Hilary McMeekin
Fazilah Shariff MSW, MHA, RSW
Roxanne Sissons RN, BN
Tim Stauff PEng, MBA
Joel Vorra CPA, CA

Board Committee Reports

Health Quality and Safety Committee

Committee Members:
 Dr. David Hogan (Committee Chair)
 Noreen Linton
 Norma Jackson
 Fazilah Shariff
 Roxanne Sissons
 Clayton Sissons
 Tim Stauff

Resident and Family Advisory Representative:
 Glenn McKinley (Family member)

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

The BSF Board Health Quality and Safety Committee, in addition to dealing with its important on-going work over the last year, also clarified our relationship with the Resident & Family Advisory Committee and updated the quality indicators that we regularly review to monitor our performance in this area.

Human Resources Committee

Committee Members:
 Noreen Linton (Committee Chair)
 Dr. David Hogan
 Hilary McMeekin
 Clayton Sissons
 Joel Vorra

Committee 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.

The committee successfully guided the foundation through another exciting and challenging year as our communities adjust to the new normal post-pandemic environment, with a focus on strengthening core human resources functions, moving the Inclusion, Diversity, Equity and Accessibility (IDEA) agenda forward, and making progress within our Employer of Choice strategic pillar.

BSF Cares Committee

Committee Members:
 Roxanne Sissons (Committee Chair)
 Fazilah Shariff
 Norma Jackson
 Tim Stauff

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

The BSF Cares committee successfully steered the merging of the BSF Cares strategic plan into the BSF-wide strategic plan. This included the integration of strategic planning for BSF's international healthcare activities and local community supports, unifying strategic, operational, and capital planning across BSF.



DO LITTLE THINGS THAT CAN MAKE A BIG DIFFERENCE

DELIVER "WOW" SERVICE

GET TO KNOW WHAT MAKES A PERSON UNIQUE

BE PRESENT IN THE MOMENT

CHAMPION EVERYONE'S ABILITIES, INTERESTS AND ASPIRATIONS

BE THE REASON SOMEONE SMILES

ENABLE AND RESPECT CHOICES

MAKE PEOPLE FEEL AT HOME



The **BSF Way** is our foundational person-centred approach to care, services, and environments that are personalized, enabling, support positive interactions and relationships, and encourage a sense of belonging to optimize well-being and enrich people's lives. This is woven into everything we do.

Our Values

We put **PEOPLE** at the centre of everything we do

We act with **COMPASSION**, empathy and understanding

We believe in **ENGAGEMENT** with all stakeholders

We boldly pursue **QUALITY & INNOVATION** with pride and enthusiasm



*The Preservation of Dignity
and the Pursuit of Happiness*

The Brenda Strafford Foundation Ltd.
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Calgary, AB T3B 0K7

theBSF.ca