



Report To The Community

2023-2024





**DO LITTLE THINGS
THAT CAN MAKE
A DIFFERENCE**

**DELIVER "WOW"
SERVICE**

**GET TO KNOW WHAT
MAKES A PERSON
UNIQUE**

**BE PRESENT IN
THE MOMENT**



**CHAMPION EVERYONE'S
ABILITIES, INTERESTS
& 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



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Message from the Board Chair



On behalf of The Brenda Strafford Foundation's Board of Directors, I extend our heartfelt appreciation to all staff, residents, clients, and families, as well as to our partners and supporters in the community. The 2023-24 year was another exciting year of growth, and as a board we are extremely proud of the important work being done both locally and internationally.

One of the key highlights from this past year was the opening of the Dr. Barrie Strafford Centre for Learning, Innovation & Quality, which launched on the anniversary of the birthday of our founder, Dr. Barrie Strafford. The Centre commemorates Dr. Strafford's entrepreneurial spirit and the passion he had for Innovation, Quality, and Learning.

Another milestone was the re-opening of Heart Home Network's Child Development Centre. This newly renovated centre will enable the children and families living in our second-stage shelter to learn and grow in a positive and engaging space for years to come.

Thank you 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

Message from the CEO



Reflecting on the 2023-24 year, I want to take a moment to celebrate the remarkable achievements we have accomplished together and express my gratitude for our dedicated team, loyal partners, and the community that supports us.

As we reach the last year of our three-year strategic plan, 'Pursuit 2025: The BSF Way,' I am filled with immense pride and optimism about the future of the foundation. Reflecting on our past achievements, we have consistently surpassed expectations, reaching new heights in aging care, community support, international healthcare, innovation and research.

Looking to the future, we are poised for an exciting new chapter filled with substantial opportunities. Our initiatives aim to shape a healthier, more supportive future for those we serve and our communities. As we continue to evolve, 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 sincere gratitude for your ongoing support. 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

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.

This past year has once again been filled with significant change and growth for The Brenda Strafford Foundation. Our family cherishes being part of our father's legacy, and we know he would be very proud of the foundation's continuing evolution and positive impact.

In the 2023-24 year, we saw the launch of the Dr. Barrie Strafford Centre for Learning, Innovation & Quality, named after our father and his passion for championing research and innovation, as well as for helping those in need.

This year we also witnessed the renewal of two important partnerships. In August of 2023, BSF and the University of Calgary announced a new agreement, continuing important work in aging-related research and education through the Brenda Strafford Centre on Aging. Additionally, in March of 2024, BSF and the Children's Cottage Society renewed our partnership to address issues of family homelessness in the Calgary region through Brenda's House, named in honour of our mother.

Our family is proud to be part of the history of The Brenda Strafford Foundation and to be part of its future, as it builds upon the legacy created in our mother's name.

As we always continue to say, our father believed the foundation's greatest asset was its people! We would like to say thank you for 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

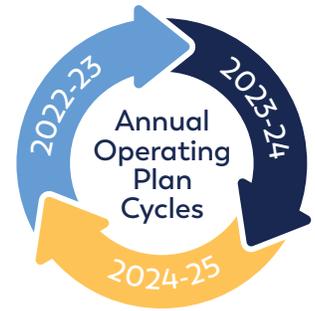


Roxanne Sissons



Lisa Strafford

Pursuit 2025: The BSF Way Strategic Plan 2022-25



Pursuit 2025 is our current three-year strategic plan, continuing to build upon our past achievements and the foundation’s proud history, reputation and culture of excellence and leadership.



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 supportive communities

Progress to Pursuit 2025*

Overall Progress:



*Our target is to reach 100% completion by the end of 2024-25



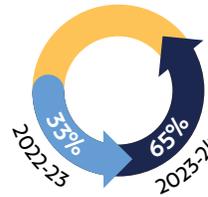
Priority #1: First choice of residents, clients, and families
Enhancing our care, services, and environments to optimize well-being and enrich the lives of those we serve.



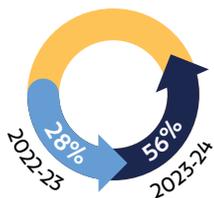
Priority #2: Employer of choice
Promoting diversity, equity, and inclusion, enhancing education and training opportunities, and continuing to make BSF a great place to work!



Priority #3: Excellence in research and innovation
Enhancing and reimagining how we apply research and innovation, as well as broadening our partnerships, locally and internationally.



Priority #4: A leader in quality and safety
Quality improvement and continuing to implement practices and policies that enhance the quality and safety of our services.



Priority #5: Drive smart growth and strong stewardship
Long-term sustainability and growth, to support the future of aging care, community care and services, and international healthcare.



Priority #6: Optimize social impact
Enhancing our work in addressing unmet health and social support needs both locally and internationally.

Our Services

The Brenda Stafford Foundation is dedicated to advancing care, wellness, and social impact through a comprehensive range of services including Aging Care & Senior Living, Community Supports, International Healthcare, and Research & Innovation.



Aging Care & Senior Living

At our five continuing care communities in Calgary and Okotoks, AB, we take pride in 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-centered care and services, and environments that encourage a sense of belonging.



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.



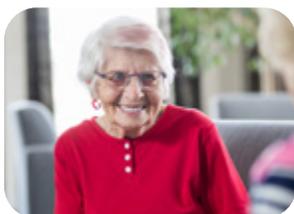
International Healthcare

BSF extends its reach internationally to provide and support a variety of medical clinics and healthcare services to enhance the health, wellness and quality of life of people living in underserved regions of the Caribbean.



Innovation & Research

At BSF, we firmly believe in the power of research and innovation to drive meaningful progress. Through strategic partnerships with entrepreneurial innovators, we are continuously and actively engaged in projects to help shape the future of our workplace, aging, community supports, and international healthcare services.





Aging Care & Senior Living

Our Communities

At The Brenda Stafford Foundation, we take pride in providing high-quality person-centered care and services in a warm, welcoming, and safe environment for our residents and families.



Cambridge Manor
253 Smith St NW



Clifton House
907 47 St SE



Wentworth Manor
5717 14 Ave SW



Bow View Manor
4628 Montgomery Blvd NW



Tudor Manor
200 Sandstone Dr



By the Numbers:



1,491 people called BSF home last year



410 people participated in our Adult Day Programs (ADP)

Our ADPs are located at Bow View Manor, Clifton House, and Wentworth Manor.



Social Impact Connection:

Strong long-term care services benefit the well-being of people with long-term care needs, and their loved ones.¹

Outcomes:

4.4 out of 5 of residents feel treated with respect by staff, and that staff respect their cultural and spiritual beliefs.*

4.3 out of 5 of residents feel they are able to participate in activities that are meaningful to them.*

93% of Clifton House ADP clients feel the program helps them keep living independently in the community.†

*Based on resident and family survey results (190 resident and 334 family member respondents)

†Based on Clifton House ADP survey results (52 client respondents)

¹ World Health Organization, Long-term Care: <https://www.who.int/europe/news-room/questions-and-answers/item/long-term-care>

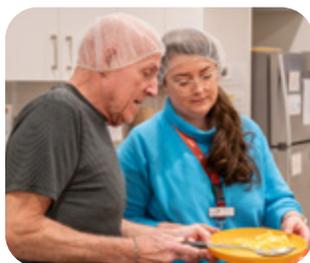
Introducing The BSF Way 'Neighbourhood Model'



Ensuring people are at the centre of everything we do is a way of life at BSF. It's in our values, it's reflected in our strategy, and it's central to the way we do things – 'The BSF Way!'

'The BSF Way Neighbourhood Model' is a new model of care and living based on the 'small home' concept. The key difference in the care philosophy between the small home model and the traditional or institutional model of care is the focus on person-centred care to empower more freedom of choice and autonomy for residents.

The BSF Way Neighbourhood Model is our approach to applying small home thinking across our sites. This includes how we change our approach to purpose-built small home designs for future sites, as well as how we apply small home concepts and ways of doing things within our existing sites.



The BSF Way 'Neighbourhood Model' Pilot Projects

Two pilot projects are underway at Bow View Manor and Cambridge Manor. These trials will explore how changes can be made within our existing sites to help create an environment that operates – and feels – more like a small home.

Cambridge Manor's Pilot Project

Cambridge Manor initiated a trial cooking experience for residents in the Willingham neighbourhood in November 2023. Residents take part in activities such as on-site grocery shopping and cooking alongside staff on the neighbourhood. This enables residents to be engaged in meaningful activities within our sites, much like they would in their homes and in the community.

Feedback from our Comfort Care Aides who are actively involved in this pilot project with our residents, includes:

- *"The program gives me the opportunity to interact and talk with each resident more, which helps me get to know and understand them better."*
- *"Through engaging in activities such as meal preparation and cooking, residents feel valued. It makes them feel important and in control, and they feel like they are part of the decision-making when you let them decide what they want to add to their meal, like salt, pepper, or vegetables."*

Bow View Manor's Pilot Project

In November 2023, Bow View Manor started a trial on the Mountbatten neighbourhood with a continental style breakfast service available for an extended period from 8:00-11:00 a.m. and the hot regular menu available from 9:00-10:00 a.m. This enables residents more flexibility to get up and have breakfast when they choose.

Aging Care & Senior Living

Innovation Spotlight

CRDL: A Care Instrument that Fosters Connection

Cambridge Manor is one of the first seniors care sites in North America to use the Crdl device as part of our therapeutic recreation programs! Crdl is an innovative instrument, created in the Netherlands, that promotes meaningful connection and compassion.

To use the Crdl, two or more users each place one hand on the instrument and their other hand on each other. Crdl magically translates touch into unique sounds, allowing users to experience meaningful memories and emotions. Devices and technologies, such as Crdl, help us to provide inclusive, meaningful and therapeutic ways for our residents, families, and staff to connect and engage with one another. Crdl has been piloted at Cambridge Manor, with plans to use across BSF sites.



Community Engaged Learning Program



At BSF, we understand the importance of education, and are always looking for new ways to foster learning opportunities for not only BSF staff, but also our communities.

In partnership with the Indigenous, Local & Global Health Office and Undergraduate Medical Education at the University of Calgary's Cumming School of Medicine, we brought the Community Engaged Learning Program to Wentworth Manor during the Winter 2024 and Spring 2024 semesters.

This program enables nursing students and BSF staff to work together and learn from one another, ultimately strengthening person-centered care and enhancing residents' quality of life and care.



"I extend my heartfelt gratitude for your invaluable time and expertise during my CEL experience. Working with your team has profoundly shaped my understanding of elder care. I've learned the significance of empathy, patience, and holistic care. I will carry these insights into my future clinical practice, ensuring compassionate and comprehensive care for all patients."

- Paige, University of Calgary Undergraduate Medical Education Student



Community Supports

Heart Home Network

We serve people at risk of domestic and family violence by providing safe second-stage shelter, progressive housing, and comprehensive support services to women and children leaving abuse and violence.



By the Numbers:



At Heart Home Network, we offer **34 Second-Stage Shelter** and **51 Progressive Housing** self-contained apartments.

Residents in our safe housing programs also participate in a **range of counselling and support programs** designed to help our residents heal, break the cycle of abuse, and transition to living an independent, healthy, and resilient life in the community.

Former residents continue to have access to support services for **up to 6 months** as they transition from our services.



224 survivors of gender-based violence provided with housing and support services last year



10,692 hours of service provided to our clients



2,528 visits to our Child Development Centre

Outcomes:

35 clients transitioned back to the community

86% of clients exiting the program were referred to community-based programs



Social Impact Connection:

Empowered survivors of domestic violence and homelessness can live independently, reducing the need for ongoing health, social, and justice services.^{1,2}

¹Canadian Women's Foundation: www.canadianwomen.org/the-facts/gender-based-violence/

²CaringWorks: www.caringworksinc.org/our-impact/community-impact/

Community Supports

Heart Home Network

Child Development Centre Grand Re-Opening



In February 2024, Heart Home Network was thrilled to open our newly renovated Child Development Centre (CDC).

Our CDC is now equipped with updated facilities, including a brand-new reading nook, play areas, and kitchen! The CDC provides inclusive, intentional, trauma-informed developmental programming for children aged 0-12 living at Heart Home Network.

These renovations enable us to continue providing a safe environment where children can engage in constructive learning opportunities, attain positive attachments, and achieve developmental and social-emotional milestones.

Thank you to our donors, including the Burns Memorial Fund for Children, for supporting our mission and making our updated facility possible.



The goal of renovations was to really make the space a welcoming environment and open up the space for staff to be able to provide wonderful programming for the kids. The space is really open and aims to bring in the colour of nature to calm the space. And our beautiful new reading nook has created a wonderful area for kids to explore their love of reading and literacy.

- Krista E., Manager of Child Development at HHN



Enhancing Counselling Spaces: Our Rainbow Room



We recently transformed one of the apartment units at Heart Home Network into three functional spaces: an art room, calm room and play room.

This welcoming and safe space enables counsellors to support children and families through play, art expression and creative activities focusing on social, emotional and behavioural development, trauma, grief and loss. It is also “home” to family counselling sessions, addressing parenting strategies, secure attachments, and healthy communication.

Brenda's House

Operated by: Children's Cottage Society

Brenda's House provides temporary shelter for homeless families along with support to move back into their own housing quickly, and assistance with basic needs, referrals, child development and well-being services while in shelter.



By the Numbers:



231 people, parents, and children supported when facing homelessness last year

Outcomes:

81% of families moved into stable housing

97% of families felt they were treated with dignity and respect at the shelter



Social Impact Connection:

Empowered survivors of domestic violence and homelessness can live independently, reducing the need for ongoing health, social, and justice services.^{1,2}

Renewed Partnership at Brenda's House

In March 2024, BSF and Children's Cottage Society proudly renewed our partnership to address issues of family homelessness in the Calgary region through Brenda's House.



Since 2009, Children's Cottage Society has operated Brenda's House, supporting families experiencing homelessness with emergency shelter services. Amenities and services include private units, nutritious meals, and support to help families move into permanent housing.

The building, provided by BSF, can house up to 14 families at a time in a family-friendly, home-like environment. Brenda's House typically serves 80 families each year, with most of them transitioning into stable housing following their stay with us.

BSF is extremely proud of this partnership that helps to create a future where people live life to the fullest, with dignity, hope and happiness — in caring and supportive communities.

¹Canadian Women's Foundation: www.canadianwomen.org/the-facts/gender-based-violence/

²CaringWorks: www.caringworksinc.org/our-impact/community-impact/



International Healthcare

Optimizing Health and Well-being Globally



By the Numbers:



48,463 eye consultations supported last year



23 long-term care residents cared for in Jamaica



Social Impact Connection:

Individuals with good vision have improved health & well-being, economic outcomes, and education opportunities.¹

Outcomes:

99% of patients surveyed at Institut Brenda Stafford in Haiti were satisfied with the service they received (485 patients surveyed)

96% of patients had improved vision after cataract surgery at Institut Brenda Stafford in Haiti

Caribbean Eye Health Alliance



In 2023, BSF co-founded the Caribbean Eye Health Alliance alongside other organizations and individuals collaborating to address eye health and vision needs for people in the Caribbean.

These coordinated efforts led to BSF and All American Institute of Medical Sciences (AAIMS) partnering to create a scholarship for Jamaican students pursuing a BSC Optometry in the AAIMS Optometry Program. The BSF AAIMS Optometry Scholarship will be awarded on the basis of demonstrated financial need, academic merit, and community service.

¹ International Agency for the Prevention of Blindness: <https://www.iapb.org/learn/vision-atlas/>

Haiti - Institut Brenda Strafford

Institut Brenda Strafford provides high-quality, person-centered professional Ophthalmology and Ear, Nose and Throat (ENT) services to improve the lives of people in Les Cayes, Haiti since 1982. In partnership with the Ministry of Health, the Institut strives to be the first choice of Ophthalmology and ENT health care for our communities, providing affordable services to improve the clinical outcomes of those we serve.

BSF Team of the Year: Institut Brenda Strafford

Putting people first and acting with compassion, the Institut Brenda Strafford team endured nearly two years of difficult working conditions following the 2021 earthquake and the ensuing repair project completed in May 2023. Working in field tents during 35-degree weather and improvised spaces, they provided nearly 5,000 consultations and 200 surgeries each month. The Institut was awarded BSF's Team of the Year in 2023 for their dedication and teamwork through these challenging times.



Dominica

For nearly four decades, we have collaborated with the local government in Dominica, contributing to the development and sustainability of the health system.



Beginning shortly after Dominica's independence in 1978, we helped build four community health centres between 1985 and 2000, supporting Dominica's efforts to ensure all its citizens had access to a health centre in their community. Today, Dominica boasts more than 50 such health centres.

Now, these four health centres built through our partnership are fully owned and operated by the Government of Dominica. They stand as a compelling example of how foreign aid, when appropriately provided and sustained through partnership can evolve into long-lasting development. BSF continues to work with the local government to explore the potential for the eye centre to become a Centre of Excellence for the eastern Caribbean states.

Jamaica

In Jamaica, our small 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 medical clinic, in partnership with Canadian Vision Care and Lions Club of Montego Bay providing affordable, comprehensive, and integrated eye care.





Innovation & Research

Shaping the Future and
Creating Impact



Introducing the Dr. Barrie Strafford Centre for Learning, Innovation & Quality



On September 26, 2023, BSF proudly launched the Dr. Barrie Strafford Centre for Learning, Innovation, and Quality (CLIQ).

This new BSF Centre brings together various roles within the organization dedicated to innovation, organizational learning, quality improvement and research to further BSF's mission 'to be an innovative force in optimizing well-being and enriching lives.'

At BSF, we believe in the power of collective problem-solving, targeting solutions that bring about tangible, positive changes. The centre is not a standalone unit within our organization, but a dynamic and fully integrated team committed to collaboratively solving challenges.

The centre forms alliances and crafts innovative solutions that promise far-reaching impact on the future of work, aging, and community support systems, solving challenges from the inside, out. The role of the centre is also focused on extending the value of our findings and solutions to other organizations and, most crucially, effecting a meaningful social impact.

CLIQ was launched on the anniversary of the birthday of our founder, Dr. Barrie Strafford. It commemorates his entrepreneurial spirit and the passion he had for innovation, quality, and learning.

By the Numbers:



25 research projects
supported and participated in last year

Rec@Home Pilot Project

During the COVID-19 pandemic, BSF saw an opportunity to provide our Adult Day Program (ADP) virtually to seniors living in the community, from the safety and accessibility of their own homes.

Our virtual ADP program began at Bow View Manor in August of 2020, later becoming the Rec@Home program in April of 2022.

Over two years, Rec@Home offered enriching and meaningful Therapeutic Recreation programming virtually to our community and beyond, enhancing quality of life, combating social isolation, and promoting overall well-being.

Thank you to our partners, participants, and volunteers. Your support has been invaluable in creating the welcoming and supportive community that Rec@Home became... "Only Love in Rec@Home!"



By the Numbers:



In partnership with:



Centre for Aging + Brain Health Innovation's Discover + Adopt Program

BSF was selected as one of the 22 organizations participating in the Centre for Aging + Brain Health Innovation's Discover + Adopt Program.

As part of this initiative, we are exploring innovations to enhance mental health support in continuing care settings, to help staff identify residents at risk for mental health concerns, offer holistic strategies for prevention, and support ongoing therapy options that are accessible and feasible within a continuing care context.



NanoSALV Proof of Concept Project

BSF recently participated in a study at Bow View Manor and Clifton House to assess the potential of incorporating NanoSALV, an advanced wound care treatment created by NanoTess.

Results from the project saw improvement in wound healing, including faster healing time, less pain, and increased physical and mental wellness. We are currently working on implementing the product in all five of our continuing care sites.



Outcome:

58% improvement in wound healing

Innovation & Research

Research at the University of Calgary

The Brenda Strafford Centre on Aging



The Brenda Strafford Foundation and University of Calgary have announced a new agreement that will enhance strategic collaboration through research and education facilitated by the Brenda Strafford Centre on Aging.

The new memorandum of understanding is the latest milestone in a long-standing relationship between the foundation and university that facilitates a greater commitment and a more collaborative working relationship on aging-related research and education conducted through the Brenda Strafford Centre on Aging.

As part of the new agreement, an Aging Research Leadership Council has been established for oversight of the centre's operations and investments in mutually beneficial aging-related research activities on behalf of BSF and the university.

This will include all BSF aging-related research activities, locally and abroad.

The Brenda Strafford Centre on Aging was first established at the University of Calgary in 2011, through a philanthropic gift from BSF. The centre was created to enhance the health and wellness of older adults and to better inform public policy regarding challenges and issues older adults face. The centre has been housed under the O'Brien Institute for Public Health since 2016.

In 2020, the connection between the Brenda Strafford Centre on Aging and BSF was further enhanced when the centre moved to its home within BSF's Cambridge Manor. Located in the University District in close proximity to the university campus, this enables researchers and students from across various faculties greater access to this dynamic research and learning environment within an assisted living and long-term care setting.



Some examples of research supported by the Brenda Strafford Centre on Aging at Cambridge Manor include:

- Exploring the therapeutic potential of gardening
- Examining the therapeutic role of robotic pets in increasing physical and social engagement
- Utilizing virtual reality supported Reminiscence Therapy for residents living with dementia and their families
- An implementation study evaluating a clinical care pathway for long-term care residents living with frailty



BSF is proud of our successful track record of investment in research and innovation to drive knowledge creation and inform best practices in aging care and seniors' health and wellness. This new agreement builds upon the strong and long-standing history between BSF and the University of Calgary, honouring the legacy of our founder the late Dr. Barrie Strafford, while positioning BSF and the university for future growth, greater strategic collaboration, and greater impact.

- Tony Weeks, BSF President and CEO

University of Calgary Research Chairs

The Brenda Strafford Foundation supports Research Chairs in Geriatric Medicine, Alzheimer's Disease, and the Prevention of Domestic Violence at the University of Calgary.



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



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



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

Investing in Our People

Employee Education Fund

The Employee Education Fund supports employees professional and personal growth, fostering learning, building capacity and career development. BSF encourages employees to learn, enhance their skills, build competencies and excel within their professions.

Preeti P

Family Counsellor at Heart Home Network



The Education Fund Program has benefitted me not only financially, but has motivated and driven me to pursue further education to achieve my goal of becoming a Registered Psychologist. Receiving this reimbursement has reduced the stress I had financially where I am able to focus on my goal, and I am determined more than ever to achieve success on this path.

BSF Kids' Education Fund

At BSF, we prioritize a positive work environment and offer value-added benefits to support our goal of being an 'Employer of Choice.' In June 2023, we proudly launched the BSF Kids' Education Fund, an annual award to support the children of our employees to pursue post-secondary education.

Araela

Daughter of Ameira S., Recreational Therapist at Bow View Manor



Receiving funding from this program has benefited me by reducing the financial burden of my tuition, which then allows me to focus on my studies, as well as pursue extracurricular activities and volunteering opportunities with less financial strain and financial worry.

Leadership Development Training



In 2023-24, BSF facilitated **91 emerging and frontline leaders** from across the organization and **12 senior leaders and directors** to participate leadership training courses that support our strategic goal to enhance employee capabilities through effective talent management, education and leadership development.

Enhancing Quality and Safety

Recipient of 2023 NAFA Clean Air Awards



BSF proudly received the National Air Filtration Association's (NAFA) Clean Air Awards for 2023 for all five of our continuing care locations, as well as Heart Home Network.

The Clean Air Award is a testament to our commitment to quality and providing high-quality care and work environments. The importance of clean air systems has been highlighted in the smoke we have experienced from recent wildfires. The awards are presented each year to the building owners and managers who take steps to significantly improve the quality of their indoor air by increasing the level or efficiency of their HVAC air filtration system in 10 specific categories.

NAFA's Executive Director, Emily Bardach, CAE, congratulated the award winners by saying, "The 2023 Clean Air Award program received an unprecedented number of submissions this year. The past few years have been a challenge for our members and their clients. Responding to the need for stricter indoor air quality specifications, the nominated facilities have all increased the level of indoor air cleanliness with filtration and improved system hygiene."

Occupational Health and Safety/Partners In Injury Reduction Audit

At BSF, the safety of our residents, staff, and anyone visiting our sites is of utmost importance. BSF participates in a Canadian National Certificate of Recognition program to hold ourselves accountable and to ensure we always keep this top of mind. These programs require very high standards for safety and involve annual internal audits and independent external audits completed every three years.

In 2023, we partnered with the Continuing Care Safety Association for an external audit at three of our sites (BSF Corporate, Bow View Manor, and Cambridge Manor). We passed with a very impressive score of 96%. This surpassed previous scores averaging 88.3% between 2017 and 2022. Our 2023 result is a testament to the dedication and commitment of everyone at BSF to uphold safety and make it part of every decision.

Optimizing Our Operations

Project Ascend: Elevating BSF Potential

On April 1, 2024, BSF launched new Enterprise Resource Planning updates to our workforce management, payroll/benefits administration, recruitment, finance, and purchasing to make our processes more intuitive, efficient, and aligned with our goals.

With this new system, employees will benefit from increased control and clarity in areas such as scheduling and benefits management, contributing to greater job satisfaction and work-life balance. Leaders will also gain access to advanced decision-making tools and improved insights into team dynamics and resource allocation.

These developments are integral to our ongoing commitment and strategic initiatives to create a more efficient, transparent, and supportive work environment at BSF.



BSF SAP Partnership Signing Ceremony, June 9, 2023

Resource Development

By the Numbers:



6,382 volunteer hours helping BSF provide person-centred care & services



1,300+ donations and grants raising more than \$1,000,000 in support of BSF's mission to optimize well-being and enrich lives

Featured Charity Partners

VistaVu

We are deeply grateful to the team at VistaVu Solutions for their generous donation to Heart Home Network as they not only help us optimize our business processes, but also support our philosophy: The Preservation of Dignity and the Pursuit of Happiness.



Cresco Cares

We are so grateful for Cresco Wealth Management, who selected Rec@Home as their 2023 Charity of the Year!

Throughout the year, Cresco Cares raised funds for Rec@Home and supported the program in a variety of ways, including through a charity auction.



BSF Golf Classic 2023

Our BSF Golf Classic on September 14, 2023 at D'Arcy Ranch Golf Club raised \$80,000 to help support the completion of renovations for Heart Home Network's Child Development Centre, as well as other critical programs and services for women and children leaving domestic violence.



Thank you to the sponsors of our 2023 BSF Golf Classic!

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You can make a difference!

As a charitable organization our mission is to provide high-quality, person-centred care and services to optimize well-being and enrich people's lives. With your support, together we can advance this mission and further transform the quality of life of those who benefit from our care and services in the communities where we operate.

Donate online: theBSF.ca

Send a cheque:

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

Volunteer:

By volunteering at The Brenda Strafford Foundation, you can have a lasting impact on the lives of those we serve. To inquire about volunteering opportunities, please contact: volunteer@theBSF.ca

Board Committee Reports

Board of Directors

Clayton Sissons BA, LLB (Board Chair)
Gary Duke C.Tech
Rajesh Ghosh
Norma Jackson RN, BN
Noreen Linton
Dilpriya Mangat MD, FRCPC, MBA
Hilary McMeekin
Fazilah Shariff MSW, MHA, RSW
Roxanne Sissons RN, BN
Tim Stauff PEng, MBA
Joel Vorra CPA, CA

Governance Committee

Committee Members:

Gary Duke (Committee Chair)
 Rajesh Ghosh
 Hilary McMeekin
 Clayton Sissons

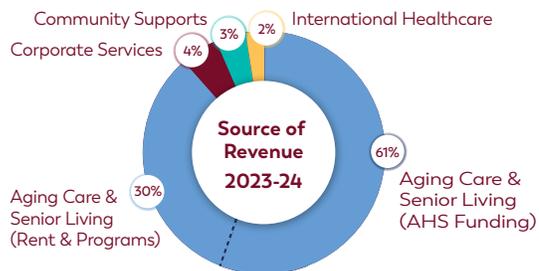
Committee Purpose:

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

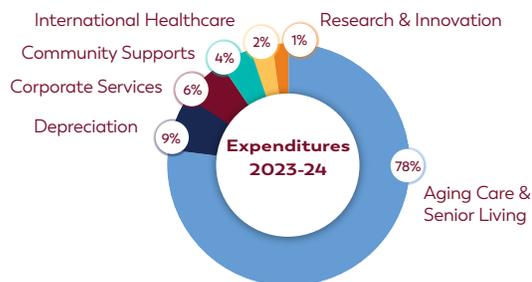


Reflecting on a year of remarkable growth and evolution, the Governance Committee has successfully upheld our commitment to principled governance. By prioritizing transparency and accountability, we have served our stakeholders with dedication. As we move forward, we eagerly anticipate another year of collaborative efforts and shared success.

Total Revenue: 114M



Total Expenses: 116M



*More information on BSF's financial statements can be found on the Government of Canada's website listed under registered charities.

Finance Committee

Committee Members:

Joel Vorra (Committee Chair)
 Rajesh Ghosh
 Dilpriya Mangat
 Clayton Sissons

Committee Purpose:

The Finance Committee oversees and reports to the Board concerning the accounting and financial reporting processes and its internal controls of BSF. In its governance role, the committee is responsible for the audit, financial reporting, risk management and investment portfolio management.



This year has been incredibly rewarding for us on the finance committee. Through careful financial planning and teamwork across the organization, we have ensured stability and prosperity for the Foundation. We've navigated challenges with resilience, creating opportunities for continued success. A key example is the strategic focus on Enterprise Resource Planning including the launch of new financial and procurement systems through Project Ascend. Looking ahead, we are excited to build on this momentum and drive positive outcomes for our organization.

BSF Cares Committee

Committee Members:

Roxanne Sissons (Committee Chair)

Norma Jackson

Fazilah Shariff

Clayton Sissons

Tim Stauff

Committee Purpose:

The 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 in the fulfillment of its responsibilities by ensuring that policies, systems and processes governing BSF Cares activities are implemented.



In its third year, the BSF Cares committee successfully enhanced oversight of the foundation's international operations and local community supports. Internationally, BSF maintained successful operations in Haiti and Jamaica, created bylaws for the Village of Hope in Jamaica, and transferred assets in Dominica to the Government of Dominica. BSF was a founding member of the Caribbean Eye Health Alliance and established an optometry student scholarship in Jamaica. Locally, BSF completed integration of governance responsibilities for Heart Home Network.

Health Quality and Safety Committee

Committee Members:

Noreen Linton (Committee Chair)

Norma Jackson

Dilpriya Mangat

Fazilah Shariff

Clayton Sissons

Roxanne Sissons

Tim Stauff

Resident and Family Advisory Representative:

Glenn McKinley (Family member)

Committee Purpose:

The Health Quality and Safety Committee assures the Board 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 Health Quality and Safety Committee continued to foster its strong relationship with the Resident & Family Advisory Council and ensured that BSF quality indicators were monitored and reviewed for continuous improvement.

Human Resources Committee

Committee Members:

Hilary McMeekin (Committee Chair)

Gary Duke

Noreen Linton

Clayton Sissons

Joel Vorra

Committee Purpose:

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



The committee continued to provide oversight through another year of transformation. This year was focused on harmonizing BSF as a unified employer to create increased opportunities for choice and value for all employees. A significant initiative included commencing development of the Human Resources, Workforce and Learning Management System components of BSF's Project Ascend. Other key priorities and highlights included transitioning our employee benefits provider, a successful Occupational Health and Safety Audit, and enhancing employee recognition and service awards. Through all of our work, we are focused on achieving our strategic priority of being an Employer of Choice.

About The Brenda Strafford Foundation

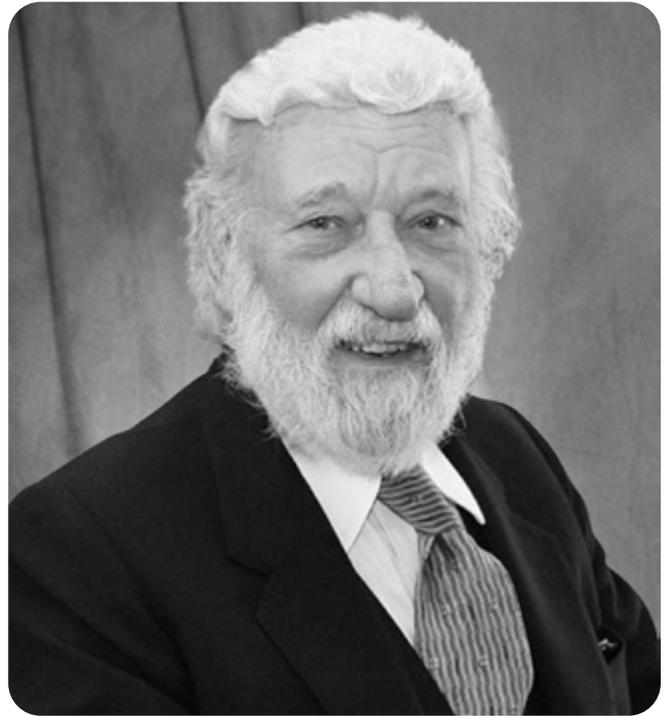
Our Founding Purpose

The Brenda Strafford Foundation
Established August 15, 1975



Brenda Strafford
1931-1974

The Brenda Strafford Foundation is a registered Canadian charity established in 1975 by Dr. Barrie 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.



Dr. Barrie I. Strafford
1928-2016

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.

We continue to be guided by the philosophy:

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

Our History

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).





*The Preservation of Dignity
and the Pursuit of Happiness*

The Brenda Strafford Foundation Ltd.
4628 Montgomery Blvd NW
Calgary, AB T3B 0K7

theBSF.ca