

The  
**Brenda  
Strafford  
Foundation**



REPORT TO THE COMMUNITY  
2018



# Pursuit 2021

## 2018-2021 Strategic Plan

### Our Values

#### Quality

We relentlessly pursue quality with pride and enthusiasm. We believe in the highest standard of care and safety to ensure service excellence.

#### People First

People are at the centre of everything we do. We are committed to those we serve and we recognize that our people are essential to our success.

#### Engagement

We respect the strengths, interests and needs of the communities in which we operate and closely collaborate with our staff, residents, families and partners.

#### Leadership

We strive for excellence and act boldly to propel The Foundation and seniors care forward with confidence.

#### Compassion

We act with kindness, empathy and understanding towards each other and those we care for.

### Philosophy

The preservation of dignity and the pursuit of happiness.

### Mission

As a charitable organization we are an innovative force, providing high quality person-centred care and services to optimize well-being and enrich people's lives.

### Vision

We will provide leadership to create a future where people can live life to the fullest, with dignity, hope and happiness — in caring and supportive communities.

### Strategic Goals for 2018-2021

1. Achieve excellence in quality of care and living
2. Increase resident, family and community engagement
3. Develop and support our people and teams
4. Diversify and expand to better meet changing community needs
5. Enhance innovation through research, best practices and investments in technology and infrastructure
6. Optimize financial resource stewardship

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## Message From The Board Chair



### ACCA Lifetime Achievement Award 2018

On October 23, 2018, Norma Jackson was presented the Lifetime Achievement Award recognizing an individual who has demonstrated exemplary client care through a commitment to quality, compassion, excellence, and enriching clients' lives in the continuing care sector.

Norma has dedicated more than 40 years of leadership and service to The Foundation in various management and leadership roles. She has devoted her professional career to the care of the elderly, and continues to contribute immeasurably through her volunteer service as Board Chair of The Foundation's Board of Directors.

Reflecting on another successful year, 2018 has been a year of significant achievements and milestones at The Brenda Strafford Foundation. I take great pride in sharing the many ongoing developments you will see reflected throughout this report – continuing Dr. Strafford's legacy for the preservation of dignity and the pursuit of happiness.

I commend The Foundation's leadership team, led by President and CEO Mike Conroy, for their ambitious goal-setting and effective management of The Foundation, resulting in this continued growth and success. I would also like to acknowledge The Foundation's Board of Directors for their tremendous governance support. And I extend sincere appreciation to all of the dedicated frontline leaders and hardworking employees throughout The Foundation for their ongoing commitment and tireless effort to serve our community, every day.

On a personal note, it was a great honour for me to be recognized by the Alberta Continuing Care Association (ACCA) as the Lifetime Achievement Award recipient in 2018. I would like to thank the ACCA for this recognition, as well as The Brenda Strafford Foundation and Mike Conroy for this nomination. I also appreciate the support of all of the colleagues who I have had the privilege to work with at The Foundation in various capacities throughout the years.

I owe a great deal of gratitude to the late Dr. Barrie Strafford for his ongoing mentorship and trust in me throughout my long-standing career at The Foundation. His visionary leadership ensured The Foundation was at the forefront of providing accommodation and care for seniors. Dr. Strafford himself was recognized with the ACCA Lifetime Achievement Award posthumously in 2016.

Throughout my career I am grateful to have had the support of my late husband, Bud, who passed away in 2018, and I dedicate this lifetime achievement award in his memory.

I am fortunate to have had the opportunity to spend my years with The Foundation advocating for change and best practice in continuing care.

As I look to the future, I am encouraged by the growing focus on research and innovation within The Foundation, within the seniors care industry, and for seniors' health and wellness in the community.

I also continue to be inspired by the dedication of our people – who Dr. Strafford always said were our greatest asset! Thank you for your ongoing commitment to providing high quality care and services to those we serve, and for your invaluable contribution to our continued growth and success.

A handwritten signature in cursive script that reads "Norma Jackson".

**Norma Jackson**  
Board Chair

# Message From The President and CEO



The 2018-19 year started on an exceptionally positive note for The Foundation, with a display of truly outstanding teamwork throughout the organization culminating in a remarkable result for our Accreditation Canada survey held April 8-11, 2018.

The Foundation is proud to have once again achieved Accreditation with Exemplary Standing. We also celebrated the extraordinary achievement of meeting 100% of the assessment criteria, encompassing 721 criteria including all of the Required Organizational Practices.

In April, 2018 we also launched The Foundation's current Strategic Plan: '**Pursuit 2021**'. Over the past year, we have achieved many accomplishments throughout the first year of this three year plan (2018-2021).

Enhancing our approach to providing person-centred care, services and environments – **The Brenda Strafford Foundation Way** – is the single biggest priority throughout '**Pursuit 2021**'.

The importance of person-centered care and services is directly reflected in the organization's mission statement, and reinforced throughout our organizational values and strategic goals that guide our behaviour and priorities. To further embed the importance of person-centred care, and to prepare for changes in resident and client expectations, we have embarked on a comprehensive change initiative to ensure we are better positioned to meet the unique needs of our residents, clients and families.

The Foundation has a long-standing commitment to advancing the quality of life of the residents, clients and families we serve. The current focus on person-centred care and services builds on the successes entrenched in our past, while evolving to meet the changing expectations of those we serve and emerging best practices in the industry.

As we embark upon year two of '**Pursuit 2021**' and implementation of '**The BSF Way**', we continue to position The Foundation for further growth and success, while staying true to our founding purpose. Together, we carry on the legacy that Dr. Strafford dedicated his life to serving. A legacy that continues to be strengthened, as demonstrated by our exemplary accreditation results, the many developments achieved through our strategic plan, and through our focused approach to person-centred care.

On behalf of The Brenda Strafford Foundation, I extend my gratitude to all of our staff, residents, families, clients, volunteers, board members, and community partners. By working together, we will continue to achieve many great accomplishments in the year ahead that will advance our mission to provide high quality, person-centred care and services to optimize well-being and enrich people's lives.

A handwritten signature in black ink, appearing to read 'Mike Conroy', written over a white background.

**Mike Conroy**  
President and CEO

## Some of the highlights of our 2018-19 initiatives include:

- Development and implementation of a plan to enhance person-centred care throughout The Foundation (The BSF Way)
- Focusing on clinical quality improvement initiatives such as Falls Prevention, a comprehensive review of our Call Bell systems, and implementation of the Electronic Health Record
- Increasing the profile of our research and innovative practices resulting in industry recognition as '2018 Innovator of the Year' from the Alberta Continuing Care Association
- Developing and implementing an employee recruitment and retention plan, and commencing leadership training to develop and support our frontline leaders
- Breaking ground on construction of Cambridge Manor at University District, as well as undertaking extensive renovation projects at Bow View Manor and Wentworth Manor
- Implementation of the Dementia Friendly Communities pilot project and increasing our community engagement and partnerships to better meet changing community needs
- Opening an Eye Clinic and Vision Centre in Montego Bay, Jamaica, as part of our international charitable endeavors
- Completing a 'Resident and Family Experience' survey focused on satisfaction in Food, Dining, Recreation, Care and Communication (these survey results have informed many improvement initiatives in our current annual plans for 2019-20)

# Message From The Strafford Family



The next generation: Who are we and where are we now.



**Miles Strafford and his wife Joni, daughter Alison and her husband Doug, and the beloved family dog, Scout.**

Miles has recently semi-retired from more than 30 years of service as The Foundation's Physical Plant Manager, but continues to serve as a consultant, and is also currently the Chair of The Brenda Strafford Foundation Trust. Doug and Alison own a cattle ranch that they manage together.



**Miles' son Troy Strafford lives in Ontario with his wife Lisa, son Roman, and daughter Kennedy.**

Troy works in Quality Control and Lisa works in Human Resources.



**Roxanne Sissons and her husband Clayton, with their daughter Liz.**

Roxanne and Clayton both serve on The Foundation's Board of Directors. Roxanne is Chair of the Health Quality and Safety Committee, and Clayton is Chair of the Finance Committee. Liz is a Family Medicine Resident at the University of Alberta, and she serves with Roxanne on The Brenda Strafford Foundation Trust.



**Lisa Strafford with her son Joel Vorra, and his partner Mollie.**

In 2016, Lisa retired as Director of Recreation Therapy at Wentworth Manor. She continues to serve on The Brenda Strafford Foundation Trust, along with Joel, who is the Chief Financial Officer at Tidewater Midstream and Infrastructure.

It is a privilege for our family to be able to serve the community, in the memory of our mother, Brenda Strafford. We also take great pride in continuing to advance the legacy of our father, Dr. Barrie Strafford, who dedicated his life to serving the community after our mother passed away, through the establishment of The Brenda Strafford Foundation.

As we look to the future, it is encouraging to see the next generation of Strafford family members also following in the philanthropic footsteps of their grandfather, stepping into roles within The Brenda Strafford Foundation Trust.

On behalf of our family, we are grateful for the hard work and dedication of The Foundation's management and employees, who ensure the philosophy – *The preservation of dignity and the pursuit of happiness* – is lived throughout The Foundation, every day. We are grateful for the leadership and commitment of The Foundation's Board of Directors, who remain guided by the same philosophy, which our father instilled.

We also appreciate the many vital partners and supporters in the community, who contribute to The Foundation's growth and development as it continues to evolve to meet the ever-changing community needs.

We know our father would be immensely proud of the many successes and developments achieved over this past year. We continue to take great pride in our family's continued contribution to The Brenda Strafford Foundation, and we look forward to celebrating many more successes on the horizon of the years to come.

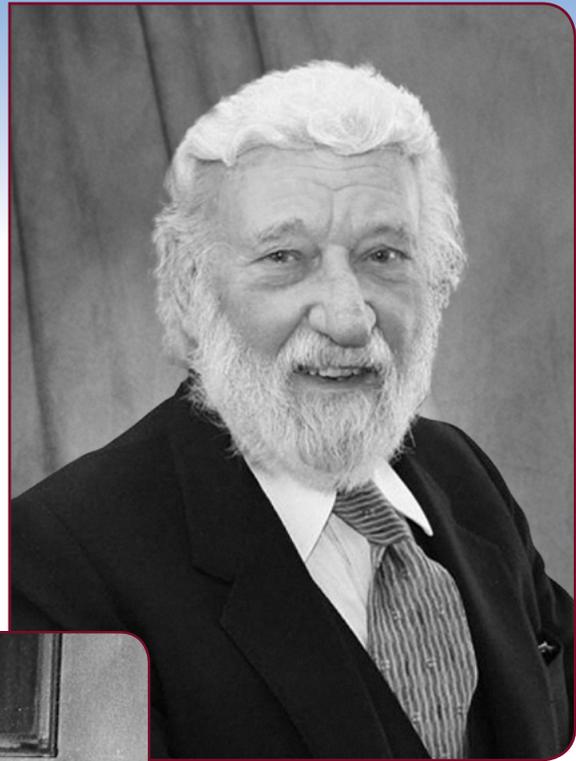
**Miles Strafford**

**Roxanne Sissons**

**Lisa Strafford**



Brenda Strafford  
1931-1974



Dr. Barrie I. Strafford  
1928-2016



Barrie and Brenda Strafford  
1949

## **The Brenda Strafford Foundation Established August 15, 1975**

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

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

The Foundation continues to be guided by the philosophy:

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

# The 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.

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** - From its base at Bow View Manor, The Brenda Strafford Foundation has continued to expand its seniors care operations to now also own and operate Wentworth Manor (1996), Clifton Manor (2010), and Tudor Manor (2012). In 2017, The Foundation announced Cambridge Manor and construction on The Foundation's newest site broke ground in 2018, scheduled to open in 2020.

# Enhancing Seniors Care

## Seniors Care Overview

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

### Bow View Manor

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



### Wentworth Manor

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



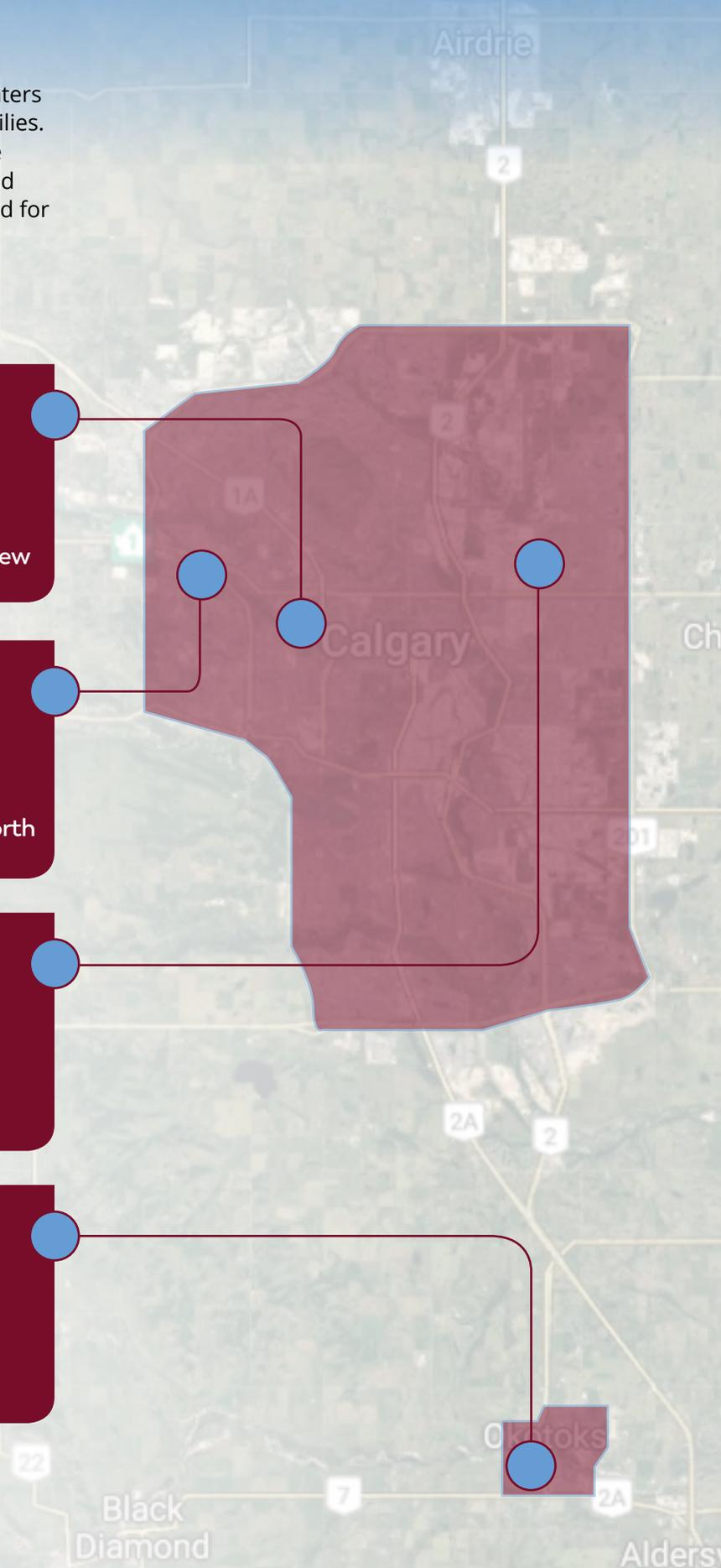
### Clifton Manor

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



### Tudor Manor

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



# Achieve Excellence in Quality of Care and Living

We will enhance services and programs that optimize the well-being of our residents, with emphasis on continuous quality improvement, safety and innovative approaches to care.

“In my opinion, the most important aspect of the accreditation process is the opportunity to identify areas for improvement to better serve our residents, families and communities by comparing our practices against the accreditation standards. While our care, processes and practices have been improved, there will always be opportunities for further improvement and we will continue to strive for continuous quality improvement to better serve our residents and families.”

~ Mike Conroy,  
President and CEO



## The Brenda Strafford Foundation Achieves Accreditation with Exemplary Standing

Accreditation Canada is the national accrediting body for health services in Canada. They develop standards of practice and health care management against which health care organizations across the country are evaluated.

In April, 2018, The Brenda Strafford Foundation successfully undertook Accreditation Canada's external survey and met 100% of the assessment requirements, which encompasses 721 criteria including all of the Required Organizational Practices (ROPs). This is a remarkable achievement, and we are pleased to have received Accreditation with Exemplary Standing from Accreditation Canada.

A successful Accreditation Canada survey requires the commitment of the entire organization; not only our employees, but also our residents, families, volunteers and community partners. The Foundation is truly grateful to have teams including internal and external partners that support our Mission, Vision and Values, and our commitment to continually strive for the highest standards in all that we do.

## Toe Tappers

Parkinson Disease is a neurodegenerative disorder that affects motor and non-motor functions due to a lack of dopamine in the brain. According to Statistics Canada, Parkinson Disease affects 1 in every 500 people in Canada.

In 2018, Bow View Manor became one of the first long term care facilities in Alberta to offer a therapy program specifically designed for residents affected by Parkinson Disease when it launched the innovative, new 'Toe Tappers' program.

Toe Tappers is an individualized dance program developed specifically for residents diagnosed across all stages of Parkinson Disease, created in collaboration with the Therapeutic Recreation and Restorative Care departments at Bow View Manor. The program was also developed in consultation with experts including Parkinson's Alberta and a certified dance therapist specializing in neuro-motor movements.

This therapeutic approach aims to improve residents balance, gait, cognitive abilities and self-esteem, all while having dancing to a variety of music.

Jessica Relitz, Registered Social Worker (Bow View Manor), was named a Top 5 Finalist for the 2018 ACCA Care Provider of the Year award

## Leading the Way in Monitoring and Management of Pain and Depressive Moods in Long Term Care

In April 2019, The Brenda Strafford Foundation was invited to make a presentation to Alberta Health Services Seniors Health Strategic Clinical Network (SCN) as a result of our leading performance in the management of pain and depressive mood indicators in Long Term Care.

The Seniors Health SCN brings together a diverse group of stakeholders – clinicians, researchers, patients, families, and decision makers – to reshape and improve health care services and practices that enable seniors to optimize their health, well-being and independence.

The Seniors Health SCN has established an Advisory Committee on Continuing Care projects. A quality improvement project has been launched to support leaders and frontline interdisciplinary care teams to develop and implement person-centered care plans that enhance the care of residents experiencing pain and depressive moods in Long Term Care and Designated Supportive Living.

The Brenda Strafford Foundation was invited to present to this committee and share our best practices and lessons learned due to our successful performance in three Canadian Institute for Health Information (CIHI) Quality Indicators related to residents experiencing pain, worsened pain, and worsened depressive mood in Long Term Care.

### Focus on residents experiencing worsened pain at Bow View Manor

The CIHI indicator for 'Experiencing Worsened Pain in Long Term Care' looks at how many Long Term Care residents had worsened pain. This is important to monitor because worsening pain can be related to a number of issues, including medication complications and/or improper management of medication. Careful monitoring of changes in pain can help identify appropriate treatment. Worsened pain raises concerns about the resident's health status and the quality of care received.

The Brenda Strafford Foundation strives to sustain low percentages of residents experiencing worsened pain in Long Term Care, and typically achieves results on the CIHI quality indicators across all of our Long Term Care sites that are below the provincial averages.

However during the period of January-September 2018, we noticed an opportunity for improvement related to the percentage of residents who experienced worsened pain in Long Term Care at Bow View Manor. This indicator at Bow View Manor gradually increased from below the provincial average, to 13.6% (compared to the provincial average of 13.4%) for Quarter 4 of 2017-18, and remained hovering slightly above the provincial average for the following two quarters at the start of 2018-19.



*Bennette Aguirre, Director of Nursing, Bow View Manor*

### What actions did we take?

Through interdisciplinary collaboration, the Bow View Manor team implemented a number of interventions to ensure appropriate monitoring and treatment of pain to improve the clinical outcomes and quality of life for our residents.

### These interventions included:

- Enhanced pain tracking and behavior mapping to monitor pain and the effectiveness of interventions
- Examining pain medications given to residents 'as needed,' and in the event that these medications were frequently used 'as needed' on a regular basis, consulted with physicians to proactively manage pain with scheduled pain medications
- Implementation of the electronic Medication Administration Record (eMAR) that helped to monitor medication delivery and effectiveness
- Proactive rounding and consistent staff assignments to facilitate improved pain management
- Creating individualized care plans with residents, families and the care team to address pain with specific interventions
- Increased consultation with residents and families during move in to assess pain
- Involvement of recreation therapy, restorative care, social work and collaboration with other interdisciplinary team members

### What was the impact?

As a result of these interdisciplinary interventions, the percentage of residents who experienced worsened pain at Bow View Manor has steadily declined. The results are back to below the provincial average as of the last two quarters in 2018-19 (BVM Q3 12% and Q4 12.4% compared to provincial averages of 13.4% and 13.6%).

These interventions have also been implemented at all of The Foundation's Long Term Care sites, and are contributing factors in maintaining successful results across all of our sites to remain below the provincial average, to ensure optimized well-being and quality of life for our residents.

### Importance of monitoring pain:

- Pain is underreported by older adults and therefore undertreated
- Pain in those living with dementia is sometimes difficult to detect
- Pain can related to different behavioral changes
- Pain can result in social isolation, lack of participation in activities, and depressed moods

# Increase Resident, Family and Community Engagement

We will deepen the level of engagement and collaboration with all of our partners, including residents and families, with a focus on our approach to person-centred care and services and enhancing partnerships in the community.



## Our Person-Centred Approach to Optimizing Well-being and Enriching Lives

Putting people first is a core value at The Brenda Strafford Foundation. We strongly believe in a person-centred approach to our care, services and environment.

### Our Key Principles

#### Our Care, Services and Environments:

- Are personalized
- Are enabling
- Involve positive interactions and relationships
- Develop a sense of belonging

### Our Commitments

#### We will...

- Get to know what makes a person unique
- Enable and respect choices
- Champion everyone's strengths and abilities
- Deliver "wow" service
- Do little things that can make a big difference
- Be the reason someone smiles
- Make people feel at home
- Be present in the moment

### 2018-19 Highlights:

- Development of an organization-wide BSF Way coordinating committee comprised of staff, resident and family representatives offering diverse perspectives
- Launch of the annual BSF Way Staff Symposium featuring expert guest speakers and a powerful Resident and Family Panel sharing their stories of how the BSF Way directly impacts their lives
- Development of 'Our Commitments' that will guide our behaviour and actions to bring 'The BSF Way' to life in a meaningful way
- Introduction of an evidence-based Process Improvement Team (PIT) model that is empowering frontline teams throughout The Foundation to rethink ways of doing things to improve resident and family experiences
- Development of a framework to support a programmatic approach to our care and services with an initial focus on developing a Dementia Care Program underway
- Changes to Human Resources hiring processes including job descriptions and interview guides to support culture change through the recruitment process
- Continued engagement of our Foundation-wide Resident and Family Advisory Group

### Areas of focus:

To ensure that these key principles and commitments come to life in meaningful ways, we are developing and implementing work plans across many areas of focus to support The BSF Way.

- Staff Development
- Leadership Development
- Process Improvement
- Culture Change
- Programmatic Approach to Care and Services

### Tudor Manor Process Improvement Team Pilot Project: Making the Most at Mealtimes

A Process Improvement Team (PIT) is an interdisciplinary team of frontline staff who are focused on making improvements in the delivery of person-centred care and services, in partnership with residents and families. Tudor Manor has successfully completed a pilot PIT project focussed on 'Making the Most at Mealtimes.'

In 2018, The Brenda Strafford Foundation collaborated as a funding partner and team member on a College of Licensed Practical Nurses of Alberta (CLPNA) grant-funded study led by Sienna Caspar, PhD, entitled '*LPNs as change agents: Building LPN leadership capacity to enable practice change in residential care homes.*' Caspar is an associate professor at the University of Lethbridge in the Faculty of Health Sciences.

The purpose of this study based at Tudor Manor was to improve the provision of person-centred care in supportive living residential care homes by building the leadership capacity of Licensed Practical Nurses (LPN) to effectively engage in collaborative decision-making and supportive teamwork engagement. LPNs at Tudor Manor received both leadership training and training in person-centred care practices to equip them to lead a PIT team.

Process Improvement Teams are an essential component in the Feasible and Sustainable Culture Change Initiative (FASCCI) model – an evidence-based approach developed by Caspar. The purpose of the FASCCI model is to empower frontline staff in care facilities to co-develop and implement feasible and sustainable strategies to improve the delivery of person-centred care and services. The model recognizes frontline staff as the experts in their respective roles, emphasizing the important contribution of their firsthand knowledge of the residents, families, and frontline processes.

Mealtimes were selected as the focus of this PIT pilot project because they are concrete, regular, and frequent; and because studies have shown that when mealtimes are designed in a person-centred way they can have positive outcomes for both care staff and residents.

The LPN-led PIT team, which included key stakeholders such as health care aides, recreation therapists, managers and other interdisciplinary team members, then selected and implemented various strategies to achieve their vision:

"During mealtimes, residents feel nourished in mind, body and spirit within an environment that is peaceful and calm where residents, staff, and family are actively involved and everyone enjoys pleasurable events and a sense of belonging and community."

### Examples of some of the changes they have made include:

- Encouraging residents to assist with mealtime activities (i.e. setting tables) resulting in residents feeling a greater sense of purpose and contributing to the feeling of a home-like environment
- Enabling residents to come and go from the unlocked dining room at their leisure
- Administering crushed medication to residents before they come to the dining room making meals taste more enjoyable
- Reducing distracting noises in dining rooms to enhance a pleasant environment
- Ensuring residents are happy where they sit and who they sit with, and encouraging staff to socialize with residents during meals, thus increasing social engagement between both residents and staff

To evaluate the impact of strategies implemented, mealtime scans were conducted over the six month pilot study to assess results according to four Dining Environment categories. These objective evaluation scans completed by a researcher demonstrated statistical success and showed improvements in the physical environment, the number and quality of social interactions, the provision of relational-centered care during mealtimes, and the overall dining environment.

These observations were supported by qualitative evaluation with staff and residents.

*"I like that I feel less rushed and I come and in and read my book as long as I want. I can talk with others if I want during this extra time. My table is great, we are always telling each other stories and sharing jokes."*

~ Resident, Tudor Manor

*"I see a calmer environment, residents enjoy being able to eat earlier and leave at will, as well as more social environment, there are so many more meaningful conversations."*

~ Dietary Aide, Aramark

*"Residents are a lot more happy with more choice, extra portions and second helpings along with the time to enjoy it."*

~ HCA, Tudor Manor

*"I really enjoyed having the doors open all day and I see the clients visit with each other while they have their coffees. I enjoy being more resident-focused. It's always a good thing and just reminding us not to forget those little things. They do make a difference to residents."*

~ LPN, Tudor Manor

After the successes demonstrated during the Tudor Manor pilot study, the FASCCI model and PIT teams are now in the process of being implemented across all of The Brenda Strafford Foundation's Long Term Care and Supportive Living sites. The projects are now being led by a diverse cross-section of staff from different roles within the sites, and the interdisciplinary PIT teams are approaching various opportunities for improvement including Dining Experience, Dementia Care, Optimizing Care Routines, and Restorative Care.



Opening Minds Through Art

### Jack James High School Intergenerational Program

Clifton Manor is grateful for the support of neighbouring Jack James High School as an example of a successful and meaningful partnership within the community.

Jack James High School focuses on providing a safe and caring learning environment, supported by numerous community programs, such as their off-campus education partnership with Clifton Manor.

An established presence with deep-rooted connections in the local community, Clifton Manor takes pride in being a welcoming and safe space in which the students of Jack James High School can excel while applying their skills and knowledge in a real-life learning environment.

#### Some highlights of this multidisciplinary, intergenerational partnership in action over the past year include:

- Off-Campus Coordinator and student volunteers facilitating the 'Opening Minds through Art' art therapy program for senior residents and Adult Day Program participants with dementia
- Communication Technology class students creating a Haunted House at Clifton Manor with over 300 community members passing through for Halloween festivities annually in October
- The Child Care class running a preschool children's program from within Clifton Manor
- The Fashion class undertaking projects with seniors at Clifton Manor
- Horticulture students planting and gardening with senior residents at Clifton Manor

Working with the senior residents at Clifton Manor in this way provides students with an environment where they are encouraged to take pride in their accomplishments, use perseverance to overcome challenges, and value integrity in every aspect of life. Equally, it leads to meaningful interactions, enjoyment, and positive outcomes for the senior residents also.

The partnership with Clifton Manor exemplifies Jack James' focus on promoting respectful, positively-focused interactions to foster a strength-based approach with their students. The school's practical learning environment offers extensive support for student transition from high school to the workplace or post-secondary institutions. Many students have even been inspired to pursue further education or a career in seniors care as a result of their experience.

This intergenerational collaboration across many disciplines has resulted in a strong community partnership that provides a meaningful sense of purpose for seniors and students alike, enriching lives for both the senior residents of Clifton Manor, and the students of Jack James High School beyond the classroom.

# Diversify and Expand Services to Better Meet Changing Community Needs

We will continue to identify and expand services that will better serve the needs of the community, including supporting people to stay in their homes as long as possible, as we seek new ways to share our expertise and build capacity in the communities where we operate.



*"There is a tremendous opportunity for intergenerational programming and engagement that really enriches the lives of both the seniors and the kids."*

~ Mike Conroy, President & CEO

*"It's just wonderful to have them around. It cheers us all up."*

~ Kathleen Silvester, Resident

## Grand Opening of V.I.K. Academy

On November 22, 2018, The Brenda Stafford Foundation was pleased to officially celebrate the grand opening of V.I.K. Academy Okotoks preschool and kindergarten at Tudor Manor.

The Brenda Stafford Foundation is proud to be home to V.I.K. Academy Okotoks, the first Early Learning and Child Care (ELCC) Centre in the Town of Okotoks. This Alberta-wide pilot program provides quality child care with maximum fees of \$25 per day. ELCC Centres support children and families by focusing on improvements to enhance the current system.

The French immersion child-care program that brings together children and seniors has 64 spaces, filled with 80 children between 19 months and six years old, some of them part time. It's full and there's already a waiting list.

Located within Tudor Manor Supportive Living seniors' residence, V.I.K. Academy Okotoks provides a unique experience for children and families offering quality intergenerational programming and engagement with the senior residents. This partnership aligns V.I.K. Academy's mission to create a nurturing and stimulating environment with The Brenda Stafford Foundation's mission to optimize well-being and enrich people's lives.



## Breaking Ground on the Future of Seniors Living in NW Calgary

On May 17, 2018, The Brenda Stafford Foundation, in partnership with Truman Homes, West Campus Development Trust, and other industry partners and community stakeholders, gathered to celebrate the ceremonial groundbreaking of Cambridge Manor and Maple seniors' living complex at University District.

Cambridge Manor is a state-of-the-art continuing care facility for seniors, owned and operated by The Brenda Stafford Foundation, currently under construction at University District and scheduled to open in June 2020.

The 217,000 square-foot site will be home to 240 residents in Assisted Living and Long Term Care, including specialized Dementia Care.

Cambridge Manor is connected by a +30 walkway to an Independent Living seniors condominium developed by Truman Homes. Together, Cambridge Manor and Maple create a thoughtfully-designed seniors' care and living complex to support older adults to 'age-in-place' and stay in the community as their care and service needs change over time.

Furthermore, the proximity of Cambridge Manor to the neighbouring University of Calgary will enhance academic connections within the community. Cambridge Manor aims to drive advancements in the seniors' care industry through integrated research, innovation, teaching and learning opportunities in a continuing care environment in collaboration with the University of Calgary and other partners.





# The Brenda Strafford Foundation Dementia Friendly Communities

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

The Brenda Strafford Foundation is leading the Dementia Friendly Communities demonstration project – the first in Alberta – in two pilot locations: Calgary’s Westhills neighbourhoods (supported by Wentworth Manor) and the Town of Okotoks (supported by Tudor Manor).

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

*“We are extending our focus beyond our walls to work with the community and other partners to ensure people with dementia can remain in their homes, safely and properly supported in the community, for as long as possible. The toolkit will ensure localized, evidence-based knowledge is shared as a blueprint for Alberta. Together, we are leading the way towards a dementia-friendly Alberta.”*

~ Mike Conroy, President & CEO



## Project goals:

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

## Year two highlights and key accomplishments include:

- Continued dementia awareness training across various community sectors
- Growth of intergenerational partnerships with schools to increase understanding and awareness in youth and support opportunities for volunteerism with students
- Memory Cafes/Conversation Cafes to support social interactions and increase community support networks for those impacted by dementia
- Hosting speaker series events and offering education programs to inform the public about dementia-related topics and provide information on resources and supports
- Supporting the spread and scale of Dementia Friendly Communities resources and lessons learned to other ‘early adopter’ communities in Alberta

## Examples of community impact:

### Calgary Fire Department:

Dementia Awareness training was provided to approximately 1400 CFD staff, both uniformed and non-uniformed, in February and March 2018 through an online training module. Special hands-on dementia simulation training was delivered to firefighters working at Coach Hill Fire Station 29 and to all new CFD recruits in 2018 and 2019.

The CFD Community Safety Team has recently worked with 3-1-1 to implement a new Home Safety Program that allows Calgarians with dementia, along with their families and caregivers, to contact 311 and request a free CFD Home Safety Visit. CFD Community Safety Officers will visit residences to share important home safety information, inspect smoke alarms and, when needed, replace and install free smoke alarms.

### Town of Okotoks:

The Town of Okotoks staff actively participate on the Okotoks Coalition that is co-chaired by a Town employee. Community first responders and other Town staff have participated in Dementia Awareness training, with a ‘train the trainer’ model now in place spanning different departments (including the recreation centre, town facility staff and first responders) to continue training after the pilot project ends.

The Town of Okotoks have recently launched the ‘Move and Groove Social Café’ to promote social connections and physical activity for those impacted by dementia in the community as a risk reduction strategy. The Town is also working to develop older adult fitness programs that accommodate those with dementia in response to a need identified by the Recreation Programmers. The Town also provide their facilities to host events such as the Memory and Aging program, Dementia Talks Library speaker series, Dementia Awareness training sessions, and more.



City of Calgary ‘One City’ Safety Award Winner

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



# Enhance Innovation Through Research, Best Practices and Investments in Technology and Infrastructure

We will continue to engage with industry partners to support the advancement of research and evidence-based practices, and to explore and adopt new technologies that enhance care, safety, the physical environment and quality of life.



Residents experiencing the wonder of Virtual Reality at Tudor Manor

## Expanding Horizons through Virtual Reality

Rendever is a Virtual Reality (VR) platform designed specifically for seniors to provide mental stimulation, reduce isolation, and improve patient care and resident experiences. The Brenda Strafford Foundation is excited to be among the first in Canada to be using this leading-edge technology for our senior residents.

The Foundation is the first Seniors Care provider in Canada to offer Rendever's VR system in Assisted Living and Long Term Care, currently at our Tudor Manor and Wentworth Manor seniors' care residences with plans to expand the program to all of our Manors.

Seniors who are living in continuing care environments often have limited independence or freedom to get out and explore the world. Seniors may experience mobility, health or cognitive impairments that can prevent them from engaging in activities such as travel, or participating in other physical activities and favourite pastimes. Rendever offers endless possibilities to 'go anywhere' and 'do anything,' helping seniors to continue to experience the world by bringing places and experiences to them through the wonder of virtual reality. Imagine wandering the streets of Rome, diving in the Maldives, going on safari in Africa, experiencing a live symphony, or even flying a plane – all from the comfort of home.

Through VR, seniors can be encouraged to relive and reminisce about past experiences. They can reignite memories and feelings by traveling back to a homeland, or visiting other familiar places. The experience of being immersed in a familiar activity, such as golf, fishing, or gardening, can be a calming diversion therapy for residents living with dementia.

Seniors can also expand their horizons, visit new places and experience new things previously thought to be out of reach, now accessible at their fingertips thanks to VR. Seniors can travel to new parts of the world they thought they would never see, or tick off adventures and activities still on their bucket list... like skydiving!

The Rendever program includes hundreds of hours of VR content accessible through a user-friendly front end dashboard with iPad/tablet controls for caregivers. The system offers the ability to provide individualized therapy programs, as well as the ability to do group programs, with a profile system that uses artificial intelligence to identify which content participants may respond best to.

This technology is helping The Brenda Strafford Foundation to enhance social engagement and improve quality of life for the senior residents we serve, by delivering innovative programming through high quality, fully immersed VR experiences that enrich people's lives.

*"Virtual Reality opened up a whole new world for a Wentworth Manor resident who lives with severe dementia. Watching him interact with the sights, sounds, and people he experienced was truly astounding. Even afterwards, as I walked with him back to his neighborhood, he continued to reminisce about the time he spent in the mountains (one of the simulations he participated in) during his career with CP Rail."*  
~ Recreation Therapist, Wentworth Manor

## ACCA Innovator of the Year 2018

The Brenda Strafford Foundation was proud to be named 'Innovator of the Year' by the Alberta Continuing Care Association at the Inspiring Quality Conference held October 23-24, 2018, awarded to an individual or care provider who can demonstrate an innovation they have developed or introduced within the sector to improve the quality of care delivered.

The award is a reflection of our commitment to innovation throughout The Foundation, demonstrated by our leadership of Dementia Friendly Communities (supported by Wentworth Manor and Tudor Manor), the KINDD program (Clifton Manor), and the Toe Tappers dance/rehabilitation program (Bow View Manor), to name just a few examples.

The Foundation's commitment to research and innovation that drives continuous quality improvement is also evidenced by our several industry-leading clinical practices such as Palliative Care, Appropriate Use of Antipsychotics and Wound Care. Congratulations and thank you to everyone throughout The Foundation for your commitment to innovation, making this recognition possible.



Mike Conroy accepting the Innovator of the Year award on behalf of The Brenda Strafford Foundation.

## Research and Innovation Projects In Progress

The Brenda Strafford Foundation partners with academic institutions and clinical researchers across Canada to facilitate external research within our Manors. Some examples of integrated clinical research studies that we participated in at our Manors during 2018-19 include:

### **LPNs as Change Agents: Building LPN Leadership Capacity to Enable Practice Change in Residential Care Homes**

(Sienna Caspar, PhD, University of Lethbridge) at Tudor Manor.  
Theme – Resident and Family Centered Care.

### **The Aging-in-Place Laneway Housing Project**

(Dr. John Brown, University of Calgary) at Wentworth Manor. Theme – Optimizing Technology, Design and Service Systems.

### **Resident and Family Satisfaction Within Long-Term Care**

(Dr. Annette Lane, Dr. Pamela Hawranik, Marlette Reed, Athabasca University) at all BSF sites. Themes – Enhance Dementia Care / Resident and Family Centered Care.

### **Improving Acute Care for Long Term Care Residents – A better way to care for the frail elderly in times of medical urgency – RAAPID Project**

(Dr. Vivian Ewa, Dr. Mj Shankel, Alberta Health Services) at Bow View Manor. Theme – Transitions in Care

### **Spxtrm AI: Empowering Caregiver Abilities by Employing Computer Vision in Long Term Care**

(Spxtrm AI and BSF, CABHI) at Clifton Manor. Theme - Falls

## Tovertafel Interactive Game Technology

The Tovertafel is an innovative, projector-based game developed specifically for people living with moderate to severe stages of dementia. Tovertafel's interactive game technology stimulates both physical and cognitive activity and encourages social interaction through motion, colour and light. Moreover, the Tovertafel creates treasured moments with family members and caregivers, as the games spark moments of wonder and joy.

Tovertafel is a ceiling-mounted projector, motion sensor and speaker device that projects images on a flat surface, such as a table, and tracks and responds to movement of users interacting with the projected images. Because the colorful objects respond to hand and arm movements, participants get to 'play' with the light itself.

On September 10, 2018 we launched the Tovertafel in the dementia care neighbourhood at Bow View Manor. Tovertafels are now being installed at every Manor throughout The Foundation – the first organization to access this technology in North America – as part of an evaluation study within our Social Engagement research theme that focuses on different modes and mechanisms to promote social engagement and the impact of social factors on improved outcomes.

The study, in partnership with the W21C (a health systems research and innovation initiative based within the University of Calgary and Alberta Health Services Calgary Zone), will evaluate the effect of the Tovertafel as a multisensory intervention on behaviour, cognitive ability, mood, health status, and use of antipsychotics. The results will be used to inform decision-making for continuing care facilities when considering non-pharmacological interventions and multisensory approaches to engage seniors living with dementia.

*“Our residents are engaging in a way we have not seen in sometime. They are clapping along with the music, moving to cue the projections, and positively interacting with each other as well as with the projections. It has been a welcome addition to our special care neighborhood for our residents living with dementia.”*

~ LPN, Bow View Manor



Staff and residents interacting with the Tovertafel at Tudor Manor

# Optimize Financial Resource Stewardship

We value our charitable status and will continue to support charitable endeavours, while developing methods to optimize operations, maximize resources and pursue new revenue sources including growing the culture of philanthropy in The Foundation.



## Clifton Manor CHEER Campaign

On March 19, 2019 The Brenda Strafford Foundation and Clifton Manor celebrated the Grand Opening of the new Reminiscence Therapy Room (REM Room), generously supported by the Kinsmen Club of Stampede City.

Festivities included a legendary performance by the Clifton Manor resident drumming group that is sure to go down in history in Clifton Manor's Rock n' Roll Hall of Fame. Guests had the opportunity to participate in a drumming circle, followed by tours of the REM Room and a reception.

The REM Room is designed to be a therapeutic experience that stimulates the senses — sight, touch, smell and sound — to help individuals with dementia recall memories and reminisce experiences from their past lives. The Clifton Manor REM Room is fitted with a combination of décor from the 'olden days' as well as state-of-the-art technologies designed to promote reminiscence and sensory simulation.

The Kinsmen Club generously donated \$35,000 to the Clifton Manor CHEER Campaign in memory of their late Kinsmen brother, Mickey Boyle, in support of the REM Room, Drumming Circle and other amenities to enhance a 'Comforting Homelike Engaging Environment for Residents.'

This partnership aligns The Brenda Strafford Foundation's philosophy of 'The Preservation of Dignity and the Pursuit of Happiness' with the Kinsmen's commitment to 'Serving the Community's Greatest Need,' to make a positive impact and improve the lives of the communities we both serve.

## Volunteer and Donor Profile

### Bob and Sharon Quinn, Wentworth Manor Royal Oak

When asked how they met, Bob chuckled and took me back to 1955 where both Bob and Sharon were at the University of British Columbia together, both taking German. The teacher kept asking Sharon to pay attention and stop chatting with her classmates. Bob turned around to see who was causing the ruckus and saw Sharon. They married 2 years later, and have now been married for 62 years.

Bob and Sharon moved to Calgary in 1974 with their two children. They both contributed to the growth of Calgary in their own ways. Bob worked for the City of Calgary Water Works for 24 years. Sharon supported her children by volunteering at schools, clubs and communities. Once the kids were teenagers, Sharon rejoined the workforce, working as an accountant in a computer equipment store. After retirement, Sharon commenced making and selling dolls to raise money for an organization to further the education of women.

Bob and Sharon are proud parents and grandparents and always have family photos to share with staff at Wentworth Manor.

When asked what their favorite thing to do together is, both responded 'TRAVEL!' They have spent the last 62 years traveling the globe. Spending 28 days camping around Australia was their favorite trip. Their most memorable experience was being shipwrecked for 3 days in Antarctica.

Sharon moved into our Wentworth Manor community 4 years ago. Bob spends every afternoon with Sharon, once he is done with one of his many volunteering positions. In addition to volunteering at Wentworth Manor, Bob also volunteers at Canada's Sports Hall of Fame and the Military Museum.

Sharon enjoys the different recreational activities at Wentworth Manor, specifically the Virtual Reality program. She helped trial the technology and provided insight into what seniors want in a virtual world during the pilot project at Wentworth Manor. After seeing the success of Virtual Reality for Sharon and other residents of during the pilot project, Bob generously provided a donation to support the implementation of a new Virtual Reality program for all of our residents at Wentworth Manor.

We are grateful to Bob and Sharon for their continued contribution to our community at Wentworth Manor and for sharing their story with us.



The  
**Brenda  
 Strafford** 2018 Golf Classic  
 Foundation Presented by Clark Builders

On June 12, 2018, more than 100 golfers hit the links at the Blue Devil Golf Club in support of The Foundation's 3rd Annual Golf Classic.

Thanks to the generosity of our sponsors, donors, players and volunteers, together we successfully raised \$75,000 to support innovative and interactive technologies that enhance our senior residents' care, safety and social interactions to advance the quality of care and quality of life for the seniors we serve.

Some of the key innovations funded by the 2018 Golf Classic, and supported by other donors to The Foundation, include Rendever's Virtual Reality (VR) program and Tovertafel's interactive game technology. Read more on page 17.



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*Virtual Reality was funded by the proceeds raised from the 2018 Golf Classic and other donors*

# Develop and Support Our People and Teams

We remain committed to supporting and engaging our people through continuous learning, education and professional development to enhance quality of care, support a culture of person-centered care and ensure services reflect our values.

## Leadership Development Program

Leadership is one of the core values at The Brenda Strafford Foundation. We strongly believe in a person-centred approach to our care and services, and understand that our frontline leaders play a critical role in shaping 'the way we do things,' directly influencing the quality of care and services we provide for our residents and families.

In 2018-19, The Foundation continued to expand upon our Leadership Development program as part of our journey to instill 'The BSF Way' and reinforce our person-centred approach to care and services in our frontline leaders.

In 2018, we partnered with Conestoga College to deliver the 'Leadership in Long-Term Care and Retirement Living' continuing education program to a cohort of program managers and other leaders across our sites.

Expanding on this partnership with Conestoga College, we have since developed a customized curriculum aimed at enhancing our frontline leadership skills.

In January 2019, The Foundation launched 'Leadership Fundamentals for Continuing Care.' This customized supervisor training program is specifically designed to promote fundamental leadership skills to support our supervisors, department managers and other aspiring leaders, in alignment with our Mission, Vision, Values and 'The BSF Way.'



### Leadership Development Profile: Ashley Dalla Costa, RN Educator, Wentworth Manor

What has resonated the most with me, on a higher level, is how the BSF values are foundational to culture change.

We are all leaders who need to support one another to uphold our Foundation's values. We all must embark upon this change together and outwardly display the characteristics of our organization's values in any position we have.

The program challenges each person to review how you fit within the BSF's mission, vision and values, and how to coach others along the same path.

I have learned how I better fit into the organization within my role, how my role can support others toward culture change, and how I apply the BSF values regularly with everything that is encompassed within my role.

## Employee Education Scholarship Fund

People are at the centre of everything we do. We are committed to those we serve, and we recognize that our people are essential to our success. The Brenda Strafford Foundation is committed to supporting the development of our people, and one way in which The Foundation confirms this commitment is through the Employee Education Scholarship Fund.

In 2018-19, a total of \$38,400 was awarded to 19 scholarship recipients throughout The Foundation to support our employees continued growth and development as they work towards their career aspirations.



### Employee Scholarship Profile: Jael Kambuni, LPN, Clifton Manor

**Employee at BSF since:** 2008

**Program:** Post-LPN Bachelors of Nursing

**Academic institution:** Athabasca University

**Career aspiration:** Registered Nurse

*"I was honored to receive this scholarship and am grateful for the opportunities it will provide me. As a full time Licensed Practical Nurse at Clifton Manor, I always dreamed of becoming a Registered Nurse. Without a doubt this scholarship will play a key role in achieving my educational dreams."*



# The Brenda Strafford Foundation

## 'Going Places' Is About The Experience!

The Brenda Strafford Foundation is raising money for accessible buses to facilitate recreational outings in the local community... Going places that create life-enriching experiences and enable our senior residents to live life to the fullest.

**Make experiences come to life  
by donating to our 'Going Places'  
Bus Campaign.**



*Experience...*



**The fresh Rocky  
Mountain air!**



## *Going Places*

**BUS CAMPAIGN  
2019-20**



Donate online at [theBSF.ca](http://theBSF.ca)

Or pick up a 'Going Places' Bus Campaign donation card from recreation or reception to donate by cash or cheque.

## **Contact**

Catherine Laing,  
*Fund Development Manager*  
*The Brenda Strafford Foundation*  
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*The Preservation of Dignity  
and The Pursuit of Happiness*

**theBSF.ca**



## The Brenda Strafford Centre on Aging

2018-19

Over the past year, the Brenda Strafford Centre on Aging has continued to work towards achieving its goal of enhancing the health, wellness, and quality of life of older persons.

As a major community outreach milestone, we led the University of Calgary's successful application to become a member of the Age Friendly Universities Global Network. This is an international collaborative of post-secondary institutions committed to promoting age-friendliness within classrooms and more broadly in all university activities, from research priority setting to cultural events. Provost Dru Marshall has endorsed our efforts, and the Centre on Aging will be the university's hub for this initiative. Watch for more information about this initiative in the coming months.

The Centre also launched a listing of all aging-focused researchers with appointments at the University of Calgary (see [obrieniph.ucalgary.ca/aging/researchers](http://obrieniph.ucalgary.ca/aging/researchers)). We conducted an outreach exercise by hosting a series of open houses with our constituents in the Faculties of Medicine, Nursing, Kinesiology, Social Work, Arts, and Sciences, both to inform them of the opportunities we currently offer, and to learn more about their aging-focused work and how we could do a better job in supporting them.

### Effects of Six-Month Aerobic Exercise Intervention on Sleep in Healthy Older Adults in the Brain in Motion Study: A Pilot Study

- Catalyst grants: 3 (Older adults and homelessness; social participation and physical activity; dementia care in immigrant families)
- Canadian Longitudinal Study on Aging Data Access grants: 2 (Physical activity and social networks; caregiving across the socio-economic spectrum)
- Barrie I. Strafford scholarships: 1 PhD (Medicine); 1 Master's (Psychology)
- Barrie I. Strafford PDF fellowships: 1 (Medicine)
- Faculty-based student-led initiative grants: 4 (Social Work, Kinesiology, Nursing, Medicine)
- Student research assistants: 3 (Social Work, Medicine)
- BHSc research practicum position: 1
- Active research collaborations with researchers from various disciplines: 8
- Centre-led research projects: 2
- Aging-focused event sponsorships: 8



## The Brenda Strafford Foundation Chair in Geriatric Medicine

**Established: 1987**

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

2018-19

Dr. Holroyd-Leduc is the principal investigator on a multi-year grant 'Partnership for Research and Innovation in the Health System,' looking at improving acute care for long-term care residents.

Dr. Holroyd-Leduc co-led a successful CIHR-funded meeting with Dr. Jasneet Palmar from Covenant Health Network of Excellence in Seniors' Health on the topic of workforce education and training resources to recognize and support family caregivers of seniors in care.

She was a member of the planning committee for the 2018 Campus Alberta Neuroscience Biannual International Conference: Promoting Healthy Brain Aging and Preventing Dementia. The Chair provided funding to help support students and trainees to attend this International conference in Banff.

Additionally, Dr. Holroyd-Leduc was invited to present on successful aging and dementia to a number of community groups throughout the year.

The Chair also supports the TREC (Translating Research in Elder Care) research team and the CLSA (Canadian Longitudinal Study on Aging).

Funding support was provided to a postdoctoral fellow to help conduct a Canadian Frailty Network grant-funded project looking at improving supportive end-of-life care within long-term care. Funding was also provided to two graduate students and two junior research faculty members within the Division of Geriatric Medicine in support of their research in the area of geriatric medicine.

Dr. Holroyd-Leduc is currently leading a CFI application, with the support of the BSF Centre on Aging, entitled "Rethinking Continuing Care." This CFI, if successful, will support research conducted on the Cambridge Manor Continuing Care Unit of the Future.



Copyright Dementia Connections, Jared Sych

## The Brenda Strafford Foundation Chair in Alzheimer's Research

**Established: 1997**

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

### Laboratory of Human Cerebrovascular Physiology

Our research focuses on the mechanisms that regulate cerebral blood flow, how these mechanisms become altered with disease processes and aging, and the impact of factors such as exercise and sleep on cerebral circulation.

### 2018-19

#### Examples of current research studies include:

- 'Aerobic Exercise Increases Cortisol Awakening Response in Older Adults'
- 'Novel Approach to Characterize Heterogeneity in an Aerobic Exercise Intervention'

#### Effects of Six-Month Aerobic Exercise Intervention on Sleep in Healthy Older Adults in the Brain in Motion Study: A Pilot Study

In 2018, a paper that investigated whether an aerobic exercise intervention could improve sleep quality - especially for those who carry the genetic risk factor for Alzheimer's disease, was published in the December 2018 issue of the *Journal of Alzheimer's Disease Reports*.

Sleep assessment surveys indicated that the exercise intervention significantly improved the perceived sleep quality for all participants. Furthermore, polysomnography tests (a type of sleep study that records brain waves, oxygen levels in the blood, heart rate, breathing, and eye and leg movements during sleep) undertaken for those who carry the genetic risk factor for Alzheimer's, demonstrated improved sleep efficiency and sleep quality.

This finding is significant because previous research has shown a connection between poor sleep quality and the presence of a well-known genetic risk factor for Alzheimer's disease.



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

**Established: 2007**

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

### SHIFT: The Project to End Domestic Violence

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

### 2018-19

#### The Case for Reparative and Transformative Justice Approaches to Sexual Violence in Canada

The #MeToo and #TimesUp movements have brought the pervasiveness of sexual violence into the spotlight along with complex questions about healing and justice. SHIFT responded by designing a case and proposal for new approaches to sexual violence that address injustice, promote healing and prevent further violence.

#### Insights and Reflections from Men about Supporting Gender Equality in Canada

In December 2018, SHIFT received funding from the Government of Canada to conduct a national study on Insights and Reflections from Men about Supporting Gender Equality in Canada. We are in the process of interviewing over 30 diverse men from across Canada who occupy or have occupied positions of influence and/or authority, and who, through their conduct and actions, have demonstrated a genuine commitment to gender equality through the advancement of women's rights and gender equity. Stay tuned for the results in Summer 2019.

# Local Charitable Programs



## The Brenda Strafford Society for the Prevention of Domestic Violence

Established in 1996, the Brenda Strafford Centre supports people at risk who have experienced family violence. Families are supported with trauma-informed counselling, resource referrals, programs to build confidence, skills and education, respite child care and secure housing for up to two and a half years. The Brenda Strafford Centre is generously supported by The Brenda Strafford Foundation, Family and Community Support Services Association of Alberta, Calgary Housing, Mac's/Circle K and many individual donors in the community.

The Centre wishes to thank Norma Jackson for her longstanding commitment and many contributions to the Centre since its establishment in 1996. Norma served as Board of Directors, Board Chair for the Centre for over 23 years and was instrumental in the expansion of the shelter to be able to serve more clients. Norma generously continues to serve on the Board. To commemorate Norma's many years of service the Centre's Community Room will be renamed the Norma Jackson Community Room.

The Centre welcomed Jody Gibson, Executive Director of Planning and Performance at Alberta Health Services to the role of Board Chair in addition to her role serving as Chair of the Program Quality and Innovation committee.

### 2018-19

#### Impact:

- 139 Women and 194 Children Served
- Families received more than 5,345 hours of trauma-informed counselling
- 50% of clients served in 2018 were born outside of Canada representing 35 unique nations

*"As a woman I feel empowered. I gained a lot of knowledge in dealing with abuse and domestic violence, found my voice, found my lost me and gained independence. I now have the tools to life to support and raise my children on my own. Thank you so much!"*

~ BSC Resident

*"I feel like these services have helped me create a base, rebuild and create a positive future for my children and I."*

~ BSC Resident



The Play Centre which provides respite child care to ages infant to 13 years was renovated with funding from the City of Calgary. New renovations to the space include areas specifically designed for school age children and for the care of infants and toddlers. Children are offered developmentally appropriate activities to evoke a sense of curiosity and wonder, a healthy snack to fuel their play, and plenty of space, time, and materials to grow and learn together!



A resource space, now known as the Community Room was renovated with funding from the Field Law Community Fund. The space was updated inspired by trauma-informed design and provides a warm, comfortable space that is used by all families at the Centre for their individual needs and for various social activities for residents.



The Centre relies on volunteers to assist with a wide range of supports including reception, donations sorting, maintenance, child care, and social night planning. The volunteer program grew by over 80% in 2018.



CHILDREN'S  
COTTAGE  
SOCIETY

## Brenda's House

### Celebrating 10 Years

In February 2009, The Brenda Strafford Foundation handed over the keys to the Children's Cottage Society that would open the doors to Brenda's House. Named after Brenda Strafford, Dr. Barrie Strafford approved the name that was designed so that those staying at Brenda's House would not endure the stigma attached to being homeless and staying at a shelter. If anyone asked where they lived, they could simply say that they were staying at Brenda's. We know that this has made it easier for the school aged children who have lived under this very special roof.

Our 10 years of partnership have first sheltered and then housed 1577 children from 822 families.

We are proud to say that we have always used a housing first approach to helping those who have come to stay. The Children's Cottage staff and volunteers work toward a housing plan developed together with the families. Once housing is found, families can begin the work on what is needed to retain housing for the long term.

In 2018, 118 children from 58 families stayed at Brenda's House. 100% of the families were able to move into stable permanent housing after living at this special house.

## Child and Youth Program

The Children's Cottage believes that we need to pay special attention to the children and youth who come to stay at Brenda's House. We know that homelessness is a stressful experience and that children and youth are at an increased risk of developmental delays when they experience repeated exposure to high levels of stress. At Brenda's House, the Children's Cottage ensures an environment that is positive and low stress so children and youth remember this as a positive time in their life. The location of Brenda's House and the ability for every family to have their own room, their own bathroom, and their own key makes an enormous difference toward a safe stay where a family can also have much needed privacy to stay bonded together.

### Thank you to The Brenda Strafford Foundation for Changing Lives

*"Last year, my three-year-old son and I had to move out of our home because it wasn't safe. Brenda's House is one of my greatest experiences. The staff helped me connect to community resources and started me off on a path to success to find a home - my son and I are so happy in our new place. Being at Brenda's House taught me so much and made me a more responsible parent. Thank you for helping us change our lives."*



The Children's Cottage is so grateful to the Brenda Strafford Foundation for trusting us to deliver the service to those staying at Brenda's House. We asked a mom who stayed with us to help us to make a gift. She painted this picture of Brenda's House just for you. On behalf of all those who have received help and those who will in the future, we present this beautiful picture made with love.



## Haiti

Institut Brenda Strafford works as a family, united in its charitable mission to provide high quality, person centered professional Ophthalmology and Ear, Nose and Throat (ENT) services to enrich the lives of the people in Haiti. Providing services in Les Cayes, Haiti since 1982, the Institut strives to be the first choice of Ophthalmology and ENT health care for its communities, providing cost-effective services in order to improve the clinical outcomes of those they serve. The Institut is an active treatment hospital employing over 100 staff (95% local) and physicians and typically sees an average of 4,000-5,000 patients per month. The Institut provides a full range of consult services, scheduled and emergency surgical services and optical services including glasses.

## 2018-19

In 2018, the leadership team at The Institut Brenda Strafford successfully completed leadership development training in the Principles of Management. The leadership team and staff at The Institut also developed 'Vision 2020,' an Institut-specific strategic plan to guide them into the future in close alignment with The Foundation's organizational strategic plan.

In 2019, The Brenda Strafford Foundation introduced a new Administrator at The Institut, Kevin Melanson. Kevin has an extensive education and professional background working in health, management and international development. We welcome his expertise at The Institut to help advance 'Vision 2020' and the Institut's strategic priorities.

Due to the turbulent year that Haiti has experienced with political instability, protests, and 17 percent inflation, The Institut high-quality, low-cost services have become even more important to the people of Haiti.



Staff at The Institut Brenda Strafford celebrated the life of Sister Eveline

## In Memory of Sister Eveline Tremblay

In April, 2019, The Brenda Strafford Foundation and The Institut Brenda Strafford mourned the loss of Sister Eveline Tremblay of the Sisters of Charity of Saint-Louis in Lévis, QC.

Sister Eveline was a long-time friend of The Brenda Strafford Foundation. She was an influential force in The Foundation's history, figuring prominently in the early founding, development and administration of The Foundation's Institut Brenda Strafford, in Les Cayes, Haiti. The Institut Brenda Strafford came to fruition through a charitable partnership with Dr. Barrie Strafford and The Brenda Strafford Foundation, the Sisters of Charity of Saint-Louis, and Operation Eyesight Universal.

Sister Eveline was much revered for her role in helping to establish The Institut, and serving there as the long-standing, founding Administrator. In 2000, she was awarded the prestigious Order of Canada in recognition of her lifelong contribution and distinguished service in Haiti.

Sister Eveline passed away peacefully in a small town near Quebec City, on Saturday April 6, 2019, after a period of failing health. We remember Sister Eveline's compassion for others, and celebrate her life and contribution to The Institut Brenda Strafford and the people of Haiti.



Sister Eveline overseeing construction of The Institut Brenda Strafford



Sister Eveline and Dr. Strafford

## Jamaica

The Foundation's Village of Hope in Montego Bay, Jamaica, opened the Hope Hospice in 1997. A primary medical and dental clinic was later opened in 2004 in partnership with the Good Shepherd Foundation at the Village of Hope. The clinic operated at the Village of Hope until 2017, when the Good Shepherd Foundation moved their medical and dental services to their new clinic. In 2018, the clinic re-opened as the 'Community Vision Centre of Excellence' (CVCE).

### 2018-19

For the last year, countless hours have been invested in the establishment of the CVCE and training the local clinical team. The clinic is operated by Canadian Vision Care, supported by the local Lions Club of Montego Bay. The Brenda Strafford Foundation provides the clinic building and has contributed equipment and infrastructure to support the clinic operations.

From March 25-29, 2019, a team of SEE International volunteers performed cataract surgeries at the CVCE. In four days, 41 cataract surgeries plus one vitrectomy surgery were completed at CVCE.

*"This was by far my most rewarding clinic experience because of the ability to delivery high quality care. I was at peace knowing that after I left, the people would be able to refill their drops for an affordable price and monitor their condition with the best instruments. It was thrilling to place people on a wait list for cataract surgery which for most would never have been possible due to the high cost and often required travel."*

~ Reyanna Inkster-Henning, Volunteer



Mark Wilson (back row), Angella Graham (Administrator), Janet Birch (Employee of the Year), Mike Conroy

## Village of Hope Volunteer Profile

Mr. Mark Wilson is a founding member of the Good Shepherd Foundation, and a director of the Village of Hope. He has tirelessly contributed by giving back to the local community in Montego Bay in many ways over the decades.

The Montego Bay-based Good Shepherd Foundation was established in 1996 by Archbishop emeritus Rev. Charles Henry Dufour. Mark was invited to become a founding member of the Good Shepherd Foundation (where he continues to serve, and is the last founding member still serving). It is in this capacity that Mark first met Dr. Barrie Strafford, introduced by the Archbishop, who was also an acquaintance of Dr. Strafford. Mark became a Director of the Village of Hope Ltd., the local entity established to manage The Foundation's local operations of the Village of Hope complex in Montego Bay.

The Brenda Strafford Foundation first partnered with the Good Shepherd Foundation in 1997 to establish a hospice facility at the Village of Hope. Operating for more than 20 years, Hope Hospice offers a compassionate home that serves palliative patients at the end stage of their lives due to HIV/AIDS-related illnesses, cancer and other terminal illnesses.

A primary medical and dental clinic was later opened at the Village of Hope, in 2004, again in partnership with The Brenda Strafford Foundation and Good Shepherd Foundation. This clinic operated at the Village of Hope until 2017, when the Good Shepherd Foundation moved their medical services to their new hospital facility.

The Village of Hope clinic re-opened in 2018 as the Community Vision Centre of Excellence, operated by Canadian Vision Care in partnership with other local stakeholders, to provide optometry and ophthalmology services to the local population. It aims to become a hub for eye care treatment and training in Montego Bay.

Mark recalls that Dr. Strafford always recognized the need for better access to affordable eye care in Jamaica, and sees the new Community Vision Centre of Excellence operating at the Village of Hope fulfilling Dr. Strafford's own long-term vision for the clinic.

Mark himself is a humble man, who, like Dr. Strafford, is generous with his time and contributions to many causes.

Mark professes that he likes to be involved 'behind the scenes' in an organization. He understands the value he can contribute, for example, by providing IT and operations support to the medical and care staff who he has a great admiration for on the frontlines – those who he knows are working to care first-hand for sick and dying patients.

For Mark, the greatest reward is knowing he has played his part in building a better community.

*"I like to feel good about my contribution to community, and the role I am fortunate to be able to play to help make it a better place to be," says Mark. "When you live in a country like Jamaica, there's not always resources available to support the infrastructure and services required in the community. It requires the people who can, to step up a little bit more."*

Mark truly embodies The Foundation's guiding philosophy: The preservation of dignity and the pursuit of happiness. The Brenda Strafford Foundation thanks Mark for his ongoing commitment to the Village of Hope, and his contribution to the greater community in Montego Bay and Jamaica.

# Committee Reports

## Finance Committee

### Committee Members:

Clayton Sissons (Chair)  
Gary Duke  
Wayne Giles  
Norma Jackson

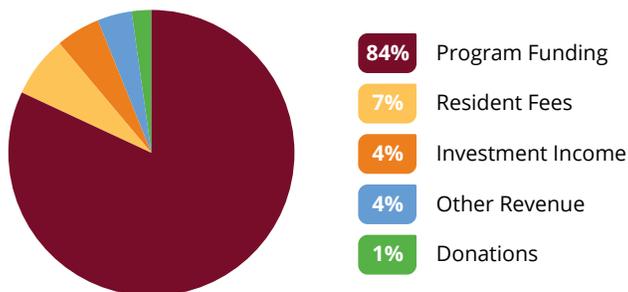
### Support:

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

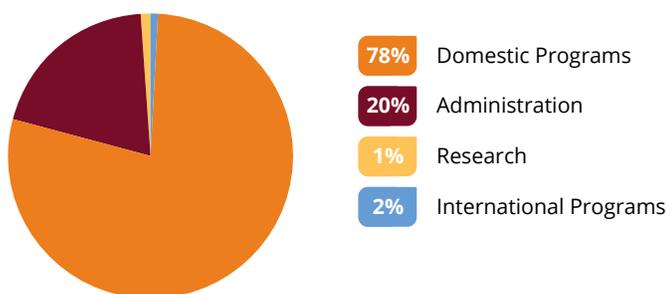
### Purpose:

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

### 2018-19 Revenue:



### 2018-19 Expenses:



## Governance Committee

### Committee Members:

Joan McGregor (Chair)  
Gary Duke  
Norma Jackson  
Clayton Sissons

### Support:

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

### Purpose:

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

### 2018-19 Highlights:

- Continued to refine board calendar/cycle to ensure optimal alignment of governance activities with organization needs
- Development of new policies to address emerging organization needs (e.g. Board Recruitment, Organizational Diversity)
- Strengthened Board Skills matrix
- Development of job descriptions for various Board roles
- New membership with Institute of Corporate Directors (ICD)
- Analysis of Bylaws
- Manor Tours with site overview presentations and Resident/Family meet and greet teas
- Strengthening already sound governance practices through action plan for continuous improvement
- Ongoing Board development and special presentations:
  - 2018 June - Resident & Family Centered Care
  - 2018 December - Institute of Corporate Directors (ICD) Membership
  - 2019 March - The Brenda Strafford Foundation (BSF) Way
- Accreditation Process and Governance Review
- Support for the ensuing year with the 2018-2021 Strategic Plan

### Priorities for 2019-20:

- Support for the development of a Strategic Plan for charitable endeavours
- Continue to strengthen processes related to Board Succession

# Health Quality and Safety Committee

## Committee Members:

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

## Support:

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

## Resident and Family Advisory Group representative:

Carol Keen, Family Member (Bow View Manor)

## Purpose:

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

## 2018-19 Highlights:

- Foundation achieving 'Exemplary Standing' in 2018 Accreditation Canada survey, meeting 100% of the assessment requirements encompassing 721 criteria and all of the required organizational practices
- Support for long-term strategic change initiatives to enhance a person-centred approach to care, services and the environment
- Enhanced reporting and variance analysis of clinical quality indicators, and continued monitoring and trending of indicators, with improvements noted to:
  - Unnecessary emergency department transfers
  - Overall infection rates (including urinary tract infection)
  - Number of falls and falls with injury
  - Call bell response times
  - Chemical, mechanical and environmental restraints
- Approval for use of medical cannabis when safe, medically indicated and prescribed
- Support for the opening of V.I.K Academy preschool and kindergarten at Tudor Manor providing the community with quality child care, early learning and family support and increased intergenerational programming with children and residents
- Support for comprehensive improvements to the safety, quality and comfort of living and care environments for residents, families and staff including renovations at Wentworth Manor and Bow View Manor and restoration activities at Clifton Manor
- Planning and development for new sites to support capacity needs of an aging senior population including Cambridge Manor (under construction) and design of Clifton House (planning)
- Enhancing support for surrounding communities through Dementia Friendly Community initiative in its second year
- Successful growth and sustainability of the Palliative Care program with Foundation lead and Manor teams
- Introduction of the Gentle Persuasion Approach certification and training to assist staff with the management of behavioral challenges

- Expanded use of Electronic Health Record utilizing Point Click Care in Long Term Care
- Responding to Health Quality Council of Alberta (HQCA) survey results
- Responding to Resident and Family feedback on Quality Improvement reporting

## Priorities for 2019-20:

- The BSF Way: Person-centred Care, Services and Environment
- Renovation projects and new builds to enhance living and care environments
- Nurse call systems
- Electronic Health Record for Supportive Living



Wentworth Manor Accreditation Canada Required Organizational Practices poster competition

# Committee Reports

## Human Resources Committee

### Committee Members:

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

### Support:

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

### Purpose:

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

### 2018-19 Highlights:

- Foundation-wide successful performance in the 2018 Accreditation Canada audit resulting in 'Accreditation with Exemplary Standing'
- Focus on leadership development and culture change initiatives to support 'The BSF Way'
- Consideration of the legalization of marijuana and adoption of revisions to Substance Abuse Policy
- Quarterly review of key performance indicator reports, with an emphasis on:
  - Workplace Violence (Accreditation Standards)
  - Workplace Safety and Rehabilitation (WCB)
  - Registered Nurse staffing
- Optimization of the RN Recruitment, Retention and Career Development plans
- Review of Partners in Injury Reduction (PIR) audit results and support for 2018 action plan and internal audits
- Review of Worklife Pulse and Patient Safety Culture survey results and recommendations
- Continued commitment to our Employee Education Scholarship Program
- Ongoing development of talent management and succession planning
- Review and approval of bargaining strategies and compensation recommendations
- Maintenance of compliance regarding Registered Nurse/Licensed Practical Nurse annual licence renewals, Health Care Aide certification for 2018 new hires, and criminal record checks for 2018 new hires

### Priorities for 2019-20:

- Monitoring labour legislation discussions with timely and effective responses to announced changes
- Continued support for our commitment to leadership in client, family, and community centred care ('The BSF Way') with a focus on staff development, leadership development and culture change
- Opening of Cambridge Manor at University District creating additional employment opportunities that support our commitment to quality, leadership, innovation, research, education, best practice and policy development in the seniors care and living industry

## Board of Directors

**Norma Jackson** RN, BN, (Chair)

**Luiza Campos**

**Gary Duke** C. Tech

**Wayne Giles** PhD

**David Hogan** MD

**E. Joan McGregor**

**Alexandra McMeekin**

**Clayton Sissons** BA, LLB

**Roxanne Sissons** RN, BN

## Executive

**Mike Conroy**  
President & CEO

**Jenny Robinson** RN, BN, M. Ed, CHE  
Chief Operating Officer

**Glenda MacCallum-Snow** CPA, CA  
Chief Financial Officer

**Monica Giroux** CPHR  
Director, Human Resources

**Catherine Kettlewell** RN, MSN, LLB  
Administrator, Bow View Manor

**Carol Henckel** RN  
Acting Administrator, Wentworth Manor

**Brenda Hannah** RN, MSc, BN  
Administrator, Clifton Manor

**Brenda Carroll** RN, BScN, LLB  
Administrator, Tudor Manor



*Leadership Development program participants, with Norma Jackson and members of the Executive*



## Your time can enrich the lives of our residents and family members!

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 all four of our Manors. To inquire about volunteering, please contact the Recreation Therapy department at the location where you wish to volunteer.

### **Bow View Manor**

[bvm.volunteer@theBSF.ca](mailto:bvm.volunteer@theBSF.ca)

403.444.7218

### **Clifton Manor**

[cm.volunteer@theBSF.ca](mailto:cm.volunteer@theBSF.ca)

587.952.6036

### **Wentworth Manor**

[wm.volunteer@theBSF.ca](mailto:wm.volunteer@theBSF.ca)

403.686.8608

### **Tudor Manor**

[tm.volunteer@theBSF.ca](mailto:tm.volunteer@theBSF.ca)

403.995.6811

## Your donation can make a difference!

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

**Donate online: [theBSF.ca](https://theBSF.ca)**

**Donate by mail (cheques can be sent to):**

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

**Attention: Fund Development**

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

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



  
The  
**Brenda  
Strafford**  
Foundation

*The Preservation of Dignity  
and The Pursuit of Happiness*