



Report to the Community  
2016





## Philosophy

The preservation of dignity and the pursuit of happiness.

## Vision

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

## Mission

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

## Values

People First  
Relationships  
Accountability  
Quality  
Innovation

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# Overview

## Message from the Board Chair



This year, the Board has focused on improvements to the Governance structure, engaging new Board members, and ensuring a comprehensive orientation of incoming Board members. The Board is also preparing for the upcoming Accreditation Canada audit to take place in April 2018.

In The Foundation's core business of operating seniors care facilities, our commitment to research, innovation and quality continues to improve the exceptional care at our Manors. Many extensive renovation projects are underway at our older facilities to enhance the comfort and privacy for our residents, and improve the functional space for care services.

It is with a great sense of pride that I also continue to serve as the Chair of The Brenda Strafford Society for the Prevention of Domestic Violence, since 1996. The Society continues to provide a safe environment, and supportive programs and services at The Brenda Strafford Centre for women and children impacted by domestic violence.

In our international charitable endeavors, The Foundation's health care programs in the Caribbean continue to develop and service thousands of people every month in underserved populations in Haiti, Jamaica and Dominica.

The ongoing success of The Foundation in all areas of our operations and charitable programs is a reflection of the dedication of our people – our Board members, staff, volunteers, partners and supporters. I would like to extend my gratitude to all board members for their invaluable expertise and contributions throughout the year. And on behalf of The Foundation's Board, I would like to thank Mike Conroy and the Executive committee for their continued leadership in 2016-17. Congratulations to all of the Foundation's staff and volunteers for your many accomplishments over the past year. Thank you all for your continued innovation, leadership and compassion to inspire hope and happiness in all that we serve.

Norma Jackson, R.N., B.N.  
Board Chair

2016 has been a year of transition for The Brenda Strafford Foundation, as we adjust to the loss of our Founder and Chair of the Board, Dr. Barrie Strafford, who passed away on April 25, 2016. After a long history within the organization, and having served on The Foundation's Board since 2005, it has been my privilege to assume the role of Chairperson.

Dr. Strafford established The Foundation in 1975 in memory of his late wife, Brenda, and in her name he dedicated his life to serving seniors and those less fortunate in the community. Now, we all remain committed to ensure the legacy that Dr. Strafford created lives on, as we strive to fulfil the Mission, Vision and Values that he believed in and led by.

The recent years have been a time of great reflection for The Foundation. In 2015, we celebrated the remarkable milestone of our 40th anniversary. In 2016-17, while we continue to reflect upon the loss of Dr. Strafford, we can also celebrate the many successes of the past year, as we also look to the future.

## Message from the President and CEO



There have been significant and industry-leading improvements in care delivery, innovative services to assist people to stay in their communities as long as possible, comprehensive plans implemented to update our facilities, and new technology introduced into our sites to enhance the safety and quality of our care and services.

Internationally, staff at The Institut Brenda Strafford quickly addressed the devastation from Hurricane Matthew to restore services less than a week later. In Jamaica and Dominica, plans were made to develop two "eye centres" in those countries.

Our relationship with the University of Calgary was strengthened with the move of The Brenda Strafford Centre on Aging to the Cumming School of Medicine's O'Brien Institute for Public Health.

As we head into the last year of the 2015-18 Strategic Plan, we will embark on another planning process to develop plans for the next three to five years. The Foundation will continue to provide the highest quality of care and services to those we serve and demonstrate industry leadership in areas that ensure "the preservation of dignity and the pursuit of happiness". Dr. Strafford, and indeed all of us at The Brenda Strafford Foundation, would expect no less.

Mike Conroy  
President and CEO

It is with very mixed emotions that I reflect on the past year for The Brenda Strafford Foundation. The passing of our Founder, Dr. Barrie Strafford, was a profound shock to all of us. Dr. Strafford was the driving force of The Foundation for over forty years and dedicated himself to the service of others, tirelessly, every day. His extraordinary commitment, as demonstrated by his presence and involvement up to the day of his passing, serves as an example to us all and inspires me every day.

Dr. Strafford was determined to ensure that The Foundation continues to fulfill its Philosophy and Mission in perpetuity. He ensured that The Foundation would be guided by a progressive and diverse Board of Directors who are fully invested in our success. He was also confident that the organization had a strong leadership team and, most prominently, he always had a well-placed and unending confidence that the staff of The Foundation would provide outstanding care and services, regardless of the challenges and changes encountered. I know Dr. Strafford would be proud of The Foundation's many achievements over the past year.

# Overview

## Message from the Strafford Family



On behalf of our family, we would like to extend our heartfelt thanks to the community for the many condolences, tributes and messages of support received after the passing of our father last year.

Our father touched the lives of many through his dedication to The Brenda Strafford Foundation and his service to the community. For more than 40 years he was driven by an unwavering purpose, to cater to humanity and provide a measure of hope where it was needed most, inspired by the compassion of our mother.

Some of our fondest memories include mom serving tea to seniors in the River View Nursing Home, owned by our family in Medicine Hat. As kids, we would also work there after school, on weekends and during the holidays. This is where some of us made our starts in professions that continued throughout our lives.

As a teenager, Miles started mowing lawns for about 25 cents an hour. Now, he continues to serve as the Maintenance Supervisor and Physical Plant Manager for The Foundation.

Growing up, Lisa held various positions at the River View Nursing Home including in reception, the hairdressing department, and as a nurses' aide. She then obtained a Recreation Therapy diploma and went on to work in the recreation departments at Bow View Manor and Wentworth Manor for more than 30 years. In 2016, Lisa retired after 20 years of service as the Director of Recreation Therapy at Wentworth Manor.

Roxanne recalls setting up an After School Feeding program to earn a Girl Guide's Badge, recruiting friends to volunteer to help senior residents at supper time. She later continued as a Ward Assistant before venturing off to train as a Registered Nurse, while continuing to spend summer holidays working in the nursing home. She now serves on The Foundation's Board of Directors, along with her husband, Clayton.

Our family is proud of the many great accomplishments achieved throughout the history of The Foundation. We also take great pride in the family's continued contribution and look forward to sharing in the successes of the many achievements still to come.

Thank you to Norma Jackson, for your longstanding service and commitment to The Foundation, providing continuity and leadership as Chairperson of the Board during this time of change.

Thank you also to President and CEO Mike Conroy, and all of the staff who are dedicated to living The Foundation's values in your hard work, every day.

Finally, thank you also to the many volunteers and donors in the community for your invaluable contributions to help support The Foundation's far-reaching programs and services.

The memory of our mother, Brenda Strafford, will always live on in the hearts and minds of those who knew her, and through the work of The Brenda Strafford Foundation in the community. Not only does it carry our mother's name, it also carries the legacy of our father's service, and The Foundation has been - and will remain - very much a part of our family's life.

Thank you all for your continued support.

Miles Strafford      Roxanne Sissons      Lisa Strafford



## In Memory of Dr. Barrie I. Strafford

1929-2016

April 25, 2017 marked the first anniversary of the passing of our Founder, our strongest supporter, and our good friend, Dr. Barrie Strafford.

One year on, The Foundation that Dr. Strafford created - and so dearly loved - has entered a new chapter in its history. But our steadfast commitment to service, compassion and innovation remains true to the vision that Dr. Strafford himself always led by.

It is with the combination of a heavy heart still, but also a great sense of pride, that we reflect on Dr. Strafford's exemplary vision, service and generosity that propelled The Foundation forward for over 40 years.

From excellence in seniors care; to championing research and education; to providing housing and support at The Brenda Strafford Society for the Prevention of Domestic Violence for women and families fleeing domestic abuse, and at Brenda's House for families at risk of homelessness; to healthcare in the Caribbean. All that has been

accomplished to date, in the local community, and beyond, is truly remarkable and lays the groundwork for everything that we will pursue in the years ahead.

Dr. Strafford loved helping others in need, especially marginalized groups, or populations where circumstances were preventing them from enjoying a quality of life and a level of dignity many of us take for granted every day. That torch has now been passed on to us to carry.

While we continue to miss Dr. Strafford every day, *"the preservation of dignity and the pursuit of happiness"* continues to be the guiding light in everything we do.

## Where We've Come From

The Brenda Strafford Foundation Ltd. was established on August 15, 1975 by Dr. Barrie I. Strafford to honour his late wife, Brenda Strafford. The Foundation was created when Dr. Strafford converted his business, River View Nursing Home Ltd., in Medicine Hat, into a Registered Canadian Charitable Organization. River View Nursing Home was sold in 1982 and Bow View Nursing Home (owned by Dr. Strafford since 1963) became The Foundation's base in Calgary.

The Brenda Strafford Foundation has since grown to own and operate four Long Term Care and Assisted Living seniors care facilities with over 800 beds and approximately 1000 staff. It is involved in a number of charitable projects for seniors, as well as women and children who are victims of domestic violence, and persons in need of health services in Alberta and internationally. The Foundation has a close affiliation with the University of Calgary.

The Brenda Strafford Foundation proudly celebrated 40 years of exemplary service in 2015. In 2016, our Founder Dr. Strafford passed away, leaving a legacy in his wife's name that is well-positioned to now honour his legacy also. The Brenda Strafford Foundation's commitment to our Mission, Vision and Values remains true to the guiding philosophy, "the preservation of dignity and the pursuit of happiness."

## Our Seniors Care Facilities



### Bow View Manor

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

Administrator: Catherine Kettlewell  
Director of Nursing: Bennette Aguirre



### Clifton Manor

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

Administrator: Brenda Hannah  
Director of Nursing: Leojade Escandor



### Tudor Manor

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

Administrator: Brenda Carroll



### Wentworth Manor

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

Administrator: Paul Dhaliwal  
Director of Nursing: Heather Nelson

## Looking to the Future

The Brenda Strafford Foundation's strategic plan charts the organization's direction and priorities. The current 2015-18 strategic plan is guided by the organization's Philosophy, Mission, Vision, and Values and establishes supporting priorities that also align with:

- Provincial health and human services plans and emerging government policy
- Health plans developed by Alberta Health Services
- Relevant strategic priorities of the University of Calgary
- Emerging market and community needs and trends
- Continuing care and other applicable operating and governance best practices

## Strategic Goals 2015-18

- Achieve excellence in quality and safety of care
- Diversify and expand services to meet changing community needs
- Enhance the integration of research, education and clinical practices
- Develop our people and teams
- Optimize resource stewardship
- Enhance technology and infrastructure to improve service quality and establish industry leadership

## Achieve Excellence in Quality and Safety of Care



Employees at Tudor Manor.

**53%**

below the provincial average for residents on antipsychotic medications without an appropriate diagnosis (8.4% compared to provincial average 17.7%)

**0.84%**

of residents develop new pressure ulcers (significantly below provincial average of 3.4% in long term care)

**22**

professional nurses trained in Pallium Canada's Learning Essential Approaches to Palliative Care



### Alberta Care Provider of the Year

In 2016, Phyllis Bigelow, LPN, Wentworth Manor, was the recipient of the Care Provider of the Year Award. The Alberta Continuing Care Association Award of Excellence recognizes a front-line care provider who has demonstrated exemplary client care through a commitment to quality, compassion, excellence, and enriching their clients' lives.

### Appropriate Use of Antipsychotics

The appropriate use of antipsychotics indicator is based on the percent of residents who received antipsychotic medications without a related diagnosis of Schizophrenia, Huntington's Syndrome, hallucinations, or those at end of life. Antipsychotics are often used to manage the challenging behaviours of persons with dementia, however, they should not be the first choice for treatment.

In 2013, The Foundation was an early adopter of Alberta Health Services Appropriate Use of Antipsychotics (AUA) project, led by the Seniors Health Strategic Clinical Network.

In 2016-17, The Foundation has sustained success in AUA by focusing on managing behavioral responses associated with dementia through non-pharmacological approaches to improve quality of life. Interventions include managing environmental stimuli, developing and utilizing effective communication, and incorporating individualized strategies to enhance and deliver effective care plans to meet the needs of residents.

### Improving Wound Processes

Pressure ulcers, also known as bedsores, are injuries to skin and underlying tissue that result from prolonged pressure on the skin. People most at risk of developing pressure ulcers are those who have a medical condition that limits their ability to change position, or people who spend most of their time in a bed or chair.

At The Foundation, all front-line staff receive education on skin and wound care and pressure ulcer prevention at general orientation and throughout the year. Wound teams, including Skin and Wound Assessment and Treatment (SWAT) trained nurses, conduct rounds to identify those at risk for pressure ulcers and intervene early, or implement treatment plans when wounds are identified. In Supportive Living sites, nurses collaborate with AHS Case Managers to develop treatment plans.

## Development of the End of Life Palliative Care Framework



Wentworth Manor's Heather Nelson (left), Director of Nursing, and Shalika Wijesundera, Program Manager, with a Palliative Care Comfort Cart that contains bed-side supplies for the comfort of residents and families.

The Brenda Strafford Foundation is leading the way in providing palliative care in long term care and supportive living facilities in Alberta, thanks to the development of the End of Life Palliative Care Framework.

The innovative palliative care program, led by Wentworth Manor's Director of Nursing Heather Nelson, was piloted at Wentworth Manor and has been adopted throughout all four of our seniors care facilities.

Palliative care is a multidisciplinary approach to providing specialized medical care for people at the end of life. It focuses on providing relief from the symptoms, pain, physical stress and mental stress while navigating the journey at the end of life.

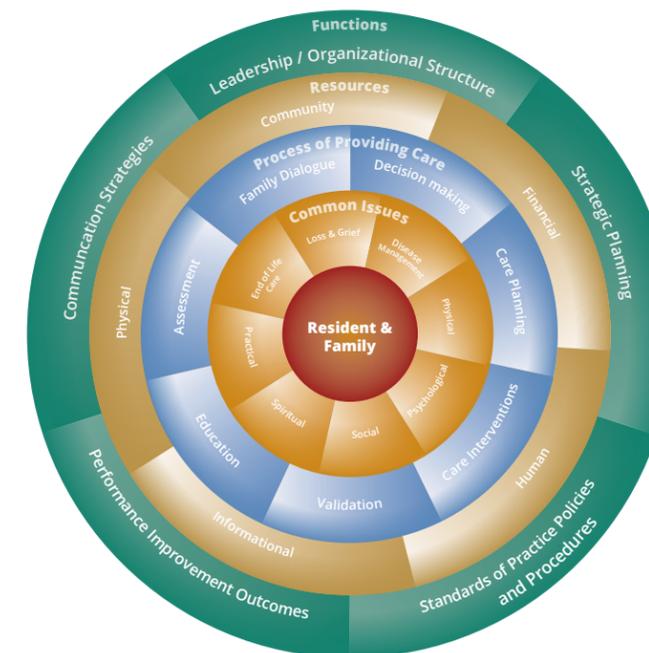
Prior to developing the framework, The Foundation conducted a needs assessment in collaboration with University of Calgary's Faculty of Nursing. During a community practicum, nursing students led focus groups with residents, families and staff to determine areas for improvement in our palliative care service.

Understanding that healthcare personnel, residents and families encompass a variety of backgrounds and experiences, a multidisciplinary working group was created to develop a fully inclusive palliative care program for The Foundation. The End of Life Palliative Care Framework incorporates five multi-dimensional domains centred around the resident and family. Staff receive education on the implementation of all layers to support the delivery of holistic, resident and family centred palliative care.

Impact of the framework includes enriched quality of care during end of life, and increased comfort and support for not only residents and families, but also for staff providing palliative care. Evaluation demonstrated positive results were achieved in improving communication, continuity of care, emotional support and symptom management. Evaluation also demonstrated a decrease in hospital transfers, minimizing the discomfort and discontinuity of care experienced by residents who are then able to pass peacefully, surrounded by people they know and trust in a familiar environment.

To support our commitment to innovation, leadership and compassion in the communities we serve, The Foundation has shared information about the End of Life Palliative Care Framework and its impact on quality of life at the end of life through several forums. 2016 Highlights include the Mary O'Connor Palliative and Hospice Care Conference, the Alberta Continuing Care Association Conference, and the Canadian Hospice Palliative Care Conference.

In 2016, a two day Learning Essentials Approaches to Palliative Care (LEAP) Pallium Canada workshop was provided to 22 of The Foundation's professional nurses (RN and LPN). The Brenda Strafford Foundation is the only organization in Alberta to be LEAP-certified.



## Diversify and Expand Services to Meet Changing Community Needs



Adult Day Program, Bow View Manor

**18,919**

client days provided by our Adult Day Programs at Bow View Manor, Clifton Manor and Wentworth Manor

**\$200,000**

provincial funding support for Dementia Friendly Communities proof of concept project

**10**

dedicated places for adults with developmental disabilities in Clifton Manor's KINDD Program

*"My mom is always happy when she comes home from the program and can interact with other people in our own language."*

~ Adult Day Program client's family member

### Adult Day Programs

In 2016, the *Indo-Canadian Adult Day Program* opened at Clifton Manor. Activities are tailored to meet the needs of the Indo-Canadian population including language, food, music, and other cultural traditions.

Also in 2016, the *Early Onset Dementia Adult Day Program* opened at Clifton Manor. Early Onset Dementia affects adults younger than 65 years (on average diagnosed at approximately 50 years). The program provides wellness and support for adults living with dementia earlier in life.

### Dementia Friendly Communities

As the country's aging population increases, and the diagnosis of people living with Alzheimer's disease and other dementias is on the rise in Canada and worldwide, The Brenda Strafford Foundation wants to ensure that seniors living with dementia are supported to remain in their homes and communities as long as possible.

In collaboration with local organizations and community members, The Foundation is leading the Dementia Friendly Communities project in the Calgary community of Westhills and in the town of Okotoks.

The initial proof of concept project will run for a period of two-and-a-half years, from November, 2016 - October, 2019. The main goals are to build community capacity to support individuals to age-in-place and remain in the community for as long as possible, and to reduce stigma by raising awareness of dementia within the community. Findings will be used to create a toolkit to support dementia-friendly community development throughout Alberta.

Dementia Friendly Communities project made possible thanks to funding support from:



## KINDD Program for Developmentally Disabled Adults

The Brenda Strafford Foundation and Alberta Health Services (AHS) have partnered to create a unique program to provide specialized care to aging adults with developmental disabilities. Clifton Manor is home to the only program dedicated to caring for adults aging with a developmental disability in a long term care facility in Alberta.

The KINDD (Kindness, Independence and Nurturing for Developmentally Disabled Adults) Program provides individualized care, social and leisure activities, and education to better address the unique needs of continuing care residents who live with developmental disabilities, and their families.

"We are excited we have this new option to offer clients and families. The program more purposefully addresses the needs of clients with developmental disabilities," says Christie Holan, Director Transition Services, AHS.

The program promotes a focus on continuity of care, recreation, and community integration. Social inclusion is a very important aspect of the program.

On June 30, 2016, Clifton Manor welcomed Donald (53) as the first KINDD resident. The next day, his mother Audrey (90) was admitted into Clifton Manor's Long Term Care. Living in the same continuing care facility has been positive for both Audrey and Donald, as the mother and son are able to spend time with each other and take part in events and activities together at Clifton Manor. The KINDD Program has had a positive impact on Donald, who especially enjoys the recreation and social activities such as the Christmas Pageant and parties, says his brother Ron, who also observed that Donald has become more engaged and talkative.

Home to up to 250 aging adults, Clifton Manor in south east Calgary celebrates diversity and is an ideal facility to house the program.

"We are very pleased that we have the ability, expertise and the environment to support this segment of the aging population," says Mike Conroy, The Foundation's President and CEO. "The Foundation seeks to support the unmet



Marion, KINDD resident.



Donald (right), KINDD resident, and his mother Audrey (left).

needs of underserved members of the community, and will provide the highest standard of care and support for this special population."

The KINDD Program is operated by The Brenda Strafford Foundation and funded by AHS. It is supported by a unique partnership between The Foundation; AHS's Addictions and Mental Health and Seniors, Palliative, and Continuing Care; and the Government of Alberta's Ministry of Community and Social Services.

*"One thing we have noticed is how happy he is, it's the way we see him smile, see him laugh and interact with the staff, makes us very happy. He has changed so much, for the better."*

~ KINDD resident's family member

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



11

active research projects taking place within our sites

294

student practicum placements across The Foundation

163

clinical indicators tracked across four sites

### Translating Research in Elder Care (TREC)

Bow View Manor is taking part in the TREC Measurement System, a multi-year research program being conducted in facilities across Canada. The program collects information on front-line workers' perceptions of their work environment including daily use of best practices, and employee health and wellness, to gain insight into how the work environment affects quality and best practices in long term care. The ultimate goal of the program is to understand how an improved workplace for staff leads to better care for residents.

### Research Advisory Group

In 2016, The Foundation established a Research Advisory Group comprised of external academic researchers and clinicians to advise on the identification and implementation of research initiatives to benefit the residents we serve and contribute to advancing knowledge and practice to support the improved health and wellness of seniors.

#### Dr. Jayna Holroyd-Leduc (co-chair)

Associate Professor, Cumming School of Medicine, University of Calgary  
Medical Director, Specialized Geriatric Services, Calgary Zone, AHS

#### Navjot Virk (co-chair)

Research and Innovative Practice Coordinator,  
The Brenda Strafford Foundation

#### Dr. David Hogan

The Brenda Strafford Foundation Chair in Geriatric Medicine  
Cumming School of Medicine, University of Calgary

#### Marc Poulin, PhD

The Brenda Strafford Foundation Chair In Alzheimer Research  
Cumming School of Medicine and Faculty of Kinesiology,  
University of Calgary

#### Jeanne Besner, RN, MA, PhD (N)

Previously Director of Health Systems and Workforce Research Unit, AHS

In 2016, Bow View Manor commenced INFORM: a randomized clinical trial conducted as part of the TREC 2 program phase. During the clinical trial, data from TREC 1 was used to inform practical interventions for front-line employees to evaluate and compare strategies to improve quality and care. Bow View Manor focused on the involvement of Health Care Aides in all multidisciplinary care plan reviews at the start of every shift, to empower HCAs in all stages of care.

#### Lorraine Venturato, PhD

Chair in Gerontology, Faculty of Nursing, University of Calgary

#### Dr. William Ghali

Scientific Director of the O'Brien Institute for Public Health  
Cumming School of Medicine, University of Calgary

#### John Brown, PhD

Associate Dean (Research), Faculty of Environmental Design,  
University of Calgary

#### Dr. Michelle Grinman

Medical Leader, Seniors Palliative and Continuing Care,  
Calgary Zone, AHS

#### Wayne Giles, PhD

Human Performance Lab, Faculty of Kinesiology,  
University of Calgary

#### Susan Slaughter, PhD, GNC(c), RN

Associate Professor, Faculty of Nursing, University of Alberta

#### Dr. Maryjane Shankel

Medical Director, Bow View Manor and Wentworth Manor

#### Mike Conroy

President and CEO, The Brenda Strafford Foundation

#### Jenny Robinson

Chief Operating Officer, The Brenda Strafford Foundation

## Decreasing Unnecessary Hospital Transfers

Wentworth Manor has been successful in reducing unnecessary hospital transfers by 65 percent through the integration of research, education and clinical practices to improve delivery and continuity of care for residents and families.

### Area of Opportunity

Often seniors are transferred from continuing care to acute care sites with health conditions that do not require urgent or acute medical care. An "unnecessary" hospital transfer is when a resident is sent to hospital, but not admitted and is sent back to the facility.

In addition to the inconvenience experienced by residents and their families, when seniors transfer between care settings they often experience deterioration in their overall health and wellness due to a variety of factors, such as delayed and inconsistent care. Of residents sent to hospital, 17 percent returned to long term care with new skin injuries, 16 percent experienced deterioration in cognitive status and 25 percent did not return to prior functional status (according to the Older Persons' Transitions in Care study led by Dr. Greta Cummings, Faculty of Nursing, University of Alberta).

### Quality Improvement (QI) Initiative

During 2016-17, Wentworth Manor successfully implemented a QI initiative with the goal to reduce the incidences of unnecessary hospital transfers from long term care by 50 percent.

Results demonstrate the rate of residents returned from emergency departments without admission to hospital has decreased from 83 to 18 percent. This represents a 65 percent reduction in unnecessary hospital transfers throughout the 2016-17 year within long term care at Wentworth Manor.



### Actions Taken

The QI interventions at Wentworth Manor started by undertaking a chart review and analysis of all hospital transfers from long term care in the past year to examine the medical issues and other factors such as the time of day, and who was consulted prior to the decision to send a resident to hospital.

Knowledge Cafés were conducted with nurses to obtain front-line perspectives on how to decrease hospital transfers. A literature review on best practices and tools was also conducted.

Education and mentorship was then provided for nurses. This included creating a process to be followed during hospital transfers to improve nurses' awareness of available resources (such as access to mobile response teams) that enable various medical conditions to be managed safely in-house without sending a resident to hospital.

This QI initiative is planned to be implemented across all of The Foundation's sites in the upcoming year.

*"Not only does this initiative improve the quality of life experienced by our residents and families, it also empowers our front-line staff to deliver the best possible care, and ensure optimized continuity of care at home for our residents."*

~ Dr. Maryjane Shankel,  
Medical Director, Wentworth Manor

## Develop Our People and Teams

**1,000+**

staff actively employed across four sites

**533**

education in-services delivered across four sites

**\$48,000**

total value of Employee Education Scholarships awarded to 26 Foundation staff



Employees at Bow View Manor.

## High Potential Leadership Development Group

The Brenda Strafford Foundation is first and foremost committed to those we serve, one person at a time. Not only are we committed to serving our residents, clients, and families, we are also committed to supporting the development needs of our people and teams.

In September 2016, The Foundation launched the Leadership Development Program. The program is a means of fostering the leadership skills and enhancing the professional development opportunities for employees in the early stages of their careers within The Foundation.

The first year of the program, running September 2016 - August 2017, incorporated a variety of aspects including: personal development plans; specialized group training sessions; exposure to various business functions; multidisciplinary teamwork opportunities; action learning; and mentoring.

As part of the 2016-17 program, the Leadership Development Team was tasked with developing and implementing a Just and Trusting Culture philosophy for the organization. A Just and Trusting Culture supports an environment where everyone feels confident and enabled to discuss quality and safety issues, where reporting and learning are key elements.

Leo Escandor joined The Foundation in 2012 as a Program Manager at Clifton Manor. His leadership potential was actualized in his appointment to Director of Nursing at Clifton Manor in December 2016. Taking part in the 2016-17 Leadership Development Program is providing Leo with a range of training and development opportunities (such as Lean Management Training) to further his knowledge and skillset outside of his regular scope of work, and supplement his already strong clinical background.



Clifton Manor's Leo Escandor (left) and Erin Bates (right) are participating in the 2016-17 Leadership Development Program.

### 2016-17 Leadership Development Team:

**Erin Bates**  
Manager of Recreation Therapy and Volunteer Services, Clifton Manor

**Emile Enongene**  
Program Manager, Tudor Manor

**Leojade (Leo) Escandor**  
Director of Nursing, Clifton Manor

**Kristen Ingram-Cotton**  
Adult Day Programme Manager, Bow View Manor

**Andrea MacNeil**  
Quality Improvement Coordinator, The Brenda Strafford Foundation

**Esther Ogunyannwo**  
Nursing Supervisor, Bow View Manor

**Navjot Virk**  
Research and Innovative Practice Coordinator, The Brenda Strafford Foundation



Dianne Odemwingie is working towards her LPN through Bow Valley College.

### Employee Education Scholarship

The Foundation is committed to supporting the professional and personal development of our employees. One way in which we demonstrate this commitment is through The Brenda Strafford Foundation Employee Education Scholarship Fund to supplement the cost of tuition and books for a course of learning at a recognized university or institution.

In 2016, a total of 26 scholarships with a combined total value of \$48,000 were awarded to employees in various roles throughout The Foundation to support staff advance their knowledge and skills.

### Partners in Injury Reduction (PIR) Committee

PIR is a voluntary incentive program that operates through the combined efforts of Alberta's Workers' Compensation Board (WCB), the Government of Alberta, industry partners, safety associations, employers and labour groups. The program is designed to encourage injury prevention and the development of effective workplace health, safety and disability management systems.

In June 2016, The Foundation formed a PIR Committee that primarily includes members of the Education and Human Resources departments, as well as others certified as PIR Auditors.

#### Highlights achieved in 2016-17 include:

- 12 new candidates trained as PIR Internal Auditors
- Action Plan developed based on the last three years of internal and external PIR Audit results
- Employee Injury / Illness / Near Miss Incident Report Form revised
- Workplace Inspections policy and schedule updated
- Defective Equipment Policy created formalizing current practice and ensuring compliance with Continuing Care Safety Association standards

*"Thank you for the scholarship given to me to help my educational pursuit to become a nurse. I have developed as a person and professionally by being a member of this Bow View Manor family."*

~ Dianne Odemwingie,  
HCA, Bow View Manor

*"I am grateful for this opportunity to broaden my horizons within the organization, and in turn, also mentor and encourage my team to pursue growth and success."*

~ Leo Escandor,  
Director of Nursing, Clifton Manor



## Optimize Resource Stewardship

**\$108,800**

raised by the Tudor Manor  
Build-a-Bus campaign

**\$43,600**

raised by the Bow View Manor  
Go Fish campaign

**\$25,000**

raised by the first Brenda Strafford  
Foundation Golf Classic

*"When I go on the bus I feel as though I have my independence back. To have the freedom and feel connected to the community is so fulfilling."*

~ Resident, Tudor Manor



VIP guests and campaign supporters at the Bus Arrival Party.



Residents and staff ready for the maiden voyage.

### Tudor Manor Build-a-Bus Campaign

Tudor Manor raised a total of \$108,800 towards the purchase and maintenance costs of a wheelchair accessible bus, purchased in June 2016.

Thanks to the generosity of residents, families and donors, Tudor Manor has not only received an accessible vehicle, but more importantly residents have gained increased independence and freedom through the access to more outings and road trips in the local area.



### Bow View Manor Go Fish Campaign

Bow View Manor raised a total of \$43,600 towards the purchase, installation and maintenance of two Fish Tanks and three Water Features for Bow View Manor, installed in October, 2016.

Fish Tanks and Water Features are an aesthetic, environmental feature that provide entertainment and stimulation in continuing care environments. They can be a conversation-starter or a welcoming visual distraction for residents and young visiting children alike. The colours, motions and sounds can have a calming and relaxing effect contributing to enhanced quality of life for residents.

## 2016 Brenda Strafford Golf Classic



On September 12, 2016, The Brenda Strafford Foundation hosted its first annual Brenda Strafford Foundation Golf Classic.

The Tournament was a resounding success, raising \$25,000 to support initiatives including the Dementia Friendly Communities proof of concept project with benefits extending back into the community.

The Brenda Strafford Foundation is grateful for the support of sponsors, participants, residents, family members, staff and board members who all contributed to the success of the inaugural event.

## Thank you to our 2016 Golf Classic Sponsors

**Presenting Sponsor:**  
Thomas A. Goulding

### Major Sponsors:

Abugov Kaspar  
Big Dog Lumber Co.  
Clark Builders  
D&B Lumber  
Mayfair Lumber Sales Ltd.

### Supporting Sponsors:

Aramark Canada Ltd.  
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Taiga Building Products  
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Rogers Insurance Ltd.  
Stantec  
T&T Honda  
Wentworth Court Staff Association  
Wentworth Manor Professional Nurses Social Club  
Wentworth Manor Residence Staff Association  
Westcor Construction Ltd.

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

16

minutes average time savings per medication pass (usually four times a day)

22

Netcare users throughout The Foundation

1898

help desk tickets logged for I.T. support



### Electronic Medication Administration Record (eMAR)

A Medication Administration Record (MAR) serves as a legal record of drugs administered to a patient at a facility by a health care professional. The MAR is a part of a patient's permanent record on their medical chart. eMAR is the electronic version that provides staff with secure and convenient access to resident medication records, allowing for real-time recording, collection and reporting of resident medication data.

In 2016, The Foundation implemented eMAR at all of our long term care sites. Results to date include time saving for staff – as much as up to 40 minutes per medication pass (that can be four times a day) – meaning time that can be redeployed into resident care.

### Alberta Netcare

Alberta Netcare is the provincial Electronic Health Record (EHR) – a secure and confidential electronic system of Alberta patients' health information developed by Alberta Health to provide key patient health information at the point of care. Alberta Netcare makes it faster and easier for clinicians to access up-to-date information about their patients.

In 2016, The Foundation implemented Alberta Netcare in all four of our facilities.

Having access to complete health records and diagnoses has important implications for making informed decisions, coordinating better continuity of care, and improved outcomes for the residents we serve.

### Physio4D: Innovation in Physiotherapy

In 2016, Clifton Manor participated in a research study which looked at how mobile device technology can be used to support physiotherapists and residents to perform exercises more effectively.

Physio4D is a motion-tracking system that enables clinicians to objectively assess patients' joint mobility using motion capture techniques from cameras on readily available mobile devices, such as cell phones and tablets. It provides information on

patients' performance, whether patients are performing exercises correctly, and includes a database of exercises and games.

The Physio4D study aimed to understand current practices and perceived challenges during physiotherapy sessions. The research team, led by Principle Investigator Dr. John Conly, observed how physiotherapy is delivered in a variety of settings to determine how Physio4D can be used to innovate practice and improve patient outcomes.

As a result of the study, there was identification of the lack of an exercise database that can be used to customize exercises to fit different populations (i.e. sitting in a wheelchair). Physiotherapists often use stick figure drawings or no handouts at all to support modified exercises. The availability of life-like animations for exercises was seen as important by physiotherapists and patients. Patients appreciated the instant feedback on their performance of the exercises. Patients also self-reported a lack of motivation with exercises, and some physiotherapists believe that having novel ways to track and provide positive reinforcement would be helpful.

## The Brenda Strafford Centre on Aging

Established: 2011  
Academic Lead: Dr. David B. Hogan  
Scientific Coordinator: Ann M. Toohey



**UNIVERSITY OF CALGARY**  
O'Brien Institute for Public Health  
Brenda Strafford Centre on Aging

### Purpose

To enhance health and wellness of seniors and better inform public policy with regard to seniors' issues through coordinated research, teaching and learning, and community outreach efforts.

### O'Brien Institute for Public Health

In 2016, the Brenda Strafford Centre on Aging moved under the umbrella of the O'Brien Institute for Public Health. This will build its capacity to serve as an administrative and collaborative hub for University of Calgary aging research and interdisciplinary educational programming undertaken by the faculties of Kinesiology, Medicine, Nursing, Social Work and others as the Centre on Aging continues to grow.

### Scientific Coordinator

Welcome Ann M. Toohey, who was hired as the Scientific Coordinator for the Brenda Strafford Centre on Aging in February, 2017.

### Conferences and Events:

- "Active Living for Healthy Brains" Brain in Motion Community Engagement Forum (University of Calgary, April 2016)
- "Frailty Among The Aged" Parliamentary Health Research Caucus (Research Canada, Ottawa, October 2016)
- AGE-WELL Network of Centres of Excellence Calgary Roadshow (University of Calgary, March 2017)

### Interdisciplinary Research Catalyst Grants:

- Housing Transitions for Homeless Adults (Dr. Lara Nixon, Cumming School of Medicine; Victoria Burns, PhD, Faculty of Social Work)
- Evaluation of Laneway House Prototype (John Brown, PhD, Faculty of Environmental Design; Dr. David Hogan, Cumming School of Medicine)

## The Brenda Strafford Chair in Alzheimer Research

Established: 1997  
 Held by: Marc Poulin, PhD (since 2013)  
*Professor, Faculty of Kinesiology and Cumming School of Medicine*



*"Our hope is that this trial will provide the evidence needed to make clinical recommendations for exercise programs with the goal of preventing dementia."*

### Purpose:

- Develop a world-class program in Alzheimer research
- Promote interdisciplinary research
- Establish effective education links within the community
- Attract outstanding students, researchers and faculty

### Brain in Motion Study

Dr. Poulin is the principal investigator of Brain in Motion, an 18-month study completed in April, 2016. The study enrolled 250 inactive adults, aged 55-80 years, and included participation in a 6-month aerobic intervention exercise program. Factors including cardio-respiratory fitness, genetic risk factors, sleep, and cognitive function were studied to gain an understanding of the underlying mechanisms impacted by exercise that benefit brain health.

Findings demonstrated a significant relationship between fitness, vascular regulation and cognition. A greater understanding of how exercise prevents or slows age-related decline in cognition will be key in developing strategies to prevent and treat dementia.

The follow-up study, Brain in Motion II, will examine the relationship between exercise, cerebral blood flow, and cognition in older adults who are specifically at increased risk of Alzheimer's disease and related dementias.

### Active Living for Healthy Brains

In April 2016, the Brain in Motion (Part I) study culminated in a two-day community engagement forum at the University of Calgary that brought together researchers, practitioners, policy-makers, and community members. Active Living for Healthy Brains featured current research on the role physical activity plays in preventing age-associated cognitive decline and enhancing mental health, with a focus on translating knowledge into effective public policy to promote higher levels of physical activity among Albertans.

*Acknowledgement: Funded by Alberta Innovates Health Solutions in partnership with the Hotchkiss Brain Institute and the O'Brien Institute for Public Health. Active Living for Healthy Brains was also made possible through support from The Brenda Strafford Centre on Aging and The Brenda Strafford Foundation Chair in Alzheimer Research, along with support from various funding partners and collaborators.*

## The Brenda Strafford Chair in Geriatric Medicine

Established: 1987  
 Held by: Dr. David B. Hogan (since 1992)  
*Professor, Cumming School of Medicine*

### Purpose:

- Provide leadership in the development of geriatrics research
- Develop and maintain a program of geriatrics research
- Promote collaborative research across disciplines
- Establish effective education links
- Attract outstanding students, research associates and faculty to the University of Calgary

### Canadian Longitudinal Study on Aging (CLSA)

Dr. Hogan is the Calgary Site Principal Investigator, Chair of the Clinical Working Group, and member of the Operations Committee of the CLSA – the most comprehensive study of aging ever undertaken in Canada. The University of Calgary is one of 11 Canadian universities (and the only one in Alberta) that is home of a CLSA Data Collection Site. A total of 51,352 Canadians between the ages of 45 and 85 at entry have enrolled in the study and will be followed over 20 years in order to improve our understanding of how to promote healthy aging.



### Canadian Consortium on Neurodegeneration in Aging (CCNA)

The CCNA is the premier research hub for all aspects of research involving neurodegenerative diseases that affect cognition in aging – including Alzheimer's disease. The Canadian Institutes of Health Research (CIHR) and other partners are supporting this ambitious undertaking. Dr. Hogan is part of the leadership group for the CCNA and is a member of its Research Executive Committee, co-lead of the theme dealing with prevention, and heads the program for training and capacity building.



### Systematic Reviews on the Epidemiology of Dementia and Its Commoner Neurodegenerative Causes

In 2016, the *Canadian Journal of Neurological Sciences* published a special supplement dealing with the worldwide incidence and prevalence of dementia, Alzheimer disease, Lewy body dementia, and frontotemporal dementia. This was financially supported by The Brenda Strafford Chair in Geriatric Medicine and represents the hard work of a team of investigators including Dr. Hogan.



## The Brenda Strafford Chair in Prevention of Domestic Violence

Established: 2007  
 Held by: Lana Wells (since 2010)  
*Associate Professor, Faculty of Social Work*



### Purpose:

To advance a primary prevention approach to stop domestic violence before it starts through Shift: The Project to End Domestic Violence.

### 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 in Alberta.

### Engaging men and boys in violence prevention

In 2015, Shift submitted an Action Plan to Engage Men and Boys in Violence Prevention and to Advance Gender Equality to the Government of Alberta. Shortly after, in June 2016, they released the report "No Man Left Behind: How and Why to Include Fathers in Government Funded Parenting Strategies."

In September 2016, Shift then partnered with Catholic Family Service to co-host a collective in Calgary to advance positive father involvement as an important prevention strategy. The collective involves key multi-service organizations and funders to work through the implications of the research for community practice. Currently over 40 individuals representing over 28 organizations and funders are part of this group.

As a leader in this field, the Permanent Mission of Canada in Geneva hosted Lana in Switzerland in December 2016, where she traveled to present and facilitate discussions at various events, including:

- An international panel hosted by the Embassy of Canada and the Swiss Agency for Development and Co-operation held during the 16 Days of Activism against Gender Violence in Berne
- A seminar series for the Geneva Gender Champions organized by the United Nations (UN)
- An expert workshop organized by the Mission of Canada in Geneva to present Shift's conceptual framework to professionals from across the UN organizations

### Recognition:

- 2017 University of Calgary Teaching Award for Curriculum Development (Advancing Healthy & Socially Just Schools & Communities post-baccalaureate certificate program)
- 2016 Alberta College of Social Workers John Hutton Memorial Award for Social Action and Policy

*"The resources provided to Shift, both financial and human, have allowed the initial research findings to move beyond identifying root causes of domestic violence to actionable and impactful strategies across the city and province, extending to the national and, international realm."*

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



The Brenda Strafford Society for the Prevention of Domestic Violence, established in 1996, operates The Brenda Strafford Centre for women and their children who have fled domestic violence.

The Centre's purpose-built building, with round the clock security, offers safe accommodation in 34 Second Stage Shelter apartments for stays of up to six months, and a further 51 Progressive Housing apartments where families can stay for up to two years.

The Centre also provides women and children with innovative programs and services that enable healing, and building of self-confidence and skills, to support long-term stability for families.

## Brenda's House



Brenda's House, established in 2009 and operated by the Children's Cottage Society, ensures that homeless children and their parents are sheltered in a respectful, safe home where families can stay together and be supported.

Being homeless is a traumatic experience. At Brenda's House, the Children's Cottage Society works to decrease this enormous stress so children do not suffer long-term physical and emotional symptoms.

*"I knew when we walked in, this place was special... My children and I felt safe for the first time in a long time."*

~ Brenda's House client

## Haiti



The Winkler Oculoplastic team from the United States at The Institut



Hurricane Matthew caused widespread damage in Haiti. Photo: UN/MINUSTAH/Logan Abassi

The Institut Brenda Strafford in Les Cayes, Haiti, is an active treatment hospital employing 100 staff and physicians and typically sees an average of 4,000-5,000 patients per month. Specializing in Ophthalmology and ear, nose and throat services, The Institut provides a full range of consult services, scheduled and emergency surgical services and optical services including glasses.

### 2016-17

In September 2016, Hurricane Matthew hit the Les Cayes area where The Institut Brenda Strafford is located. The area suffered significant damage to infrastructure and disruption to supplies and services. Damage to The Institut was relatively modest thanks to its concrete construction, although the new roof was largely blown off and some plumbing and electrical damage was sustained. To the credit of the staff at The Institut, clinical services were restored within a week of the hurricane. Unfortunately a torrential storm two weeks after the hurricane caused significant flooding in Les Cayes. The impact of both the hurricane and flooding resulted in a significant reduction in patient volumes as the local population addressed their basic needs for shelter, food, and water. The country continues to be challenged by the after effects of Hurricane Matthew. While local power supply is still an issue, fortunately The Institut has its own generators to provide interim power.

The Institut has been fortunate to have visiting international physicians and nurses to supplement the permanent physician staff and attend to the most complicated surgical cases. In Fall 2016, shortly after the hurricane, a small team of physicians and nurses came from Holland and Belgium to treat patients with complex ear, nose, and throat issues. The Winkler Oculoplastic team from the United States visited The Institut from February 5-10, 2017, to perform surgeries on the most complex ophthalmology patients. The Winkler Team visits the Institut on an annual basis and we are grateful for their continued support.

## Jamaica



The Brenda Strafford Medical Centre

The Village of Hope in Montego Bay, Jamaica, includes the Brenda Strafford Medical Centre which provides primary medical and dental services as well a 22-bed hospice for HIV, Cancer and other palliative patients.

### 2016-17

With the Good Shepard Foundation's new clinic in Montego Bay opening soon, primary medical and dental service will be relocating from the Brenda Strafford Medical Centre to the Good Shepard Foundation facility in the near future.

Currently, there is over a two year wait for basic eye care services in this part of Jamaica. The Brenda Strafford Foundation continues to work closely with Canada Vision Care and other local stakeholders on plans to convert the current Brenda Strafford Medical Centre into an Eye Centre, once the primary medical and dental clinic moves. The proposed Brenda Strafford Eye Centre will be dedicated to optometry and ophthalmology services in order to better serve the local population.

## Dominica



Staff at the Trafalgar Medical Clinic



Construction breaking ground for the new Brenda Strafford Eye Centre

The Brenda Strafford Eye Centre in Roseau provides Ophthalmology services at the Princess Margaret Hospital, which is the only large acute care hospital in Dominica. Four primary care medical clinics built by The Foundation in various parts of Dominica enhance access to important health promotion and disease prevention services.

### 2016-17

The Foundation has been working in partnership with the Dominican Government to build a new Brenda Strafford Eye Centre as part of the Princess Margaret Hospital redevelopment project. Approval and plans for the new Eye Centre have been secured and construction is commencing on land that is owned by The Brenda Strafford Foundation, adjacent to the hospital.

# Committee Reports

## Governance Committee

### Committee Members:

Joan McGregor, *Chair*  
Norma Jackson

### 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.

### 2016-17 Highlights:

#### Board Development/Board Effectiveness

- Appointment of New Chair: With the passing of Dr. Barrie Strafford, a new chair was required. The Governance Committee facilitated this, and Norma Jackson was appointed in this role.
- Committee Organization: To support current priorities of the organization, the Board Committee structures were restructured, with the creation of the Human Resources Committee. All Terms of Reference for the Committees were reviewed and updated.
- Board Development/Effectiveness: Following the analysis of the Board Self Evaluation Tools, a number of initiatives and presentations were introduced to address areas identified for improvement, and to increase board knowledge. This included:
  - Significant modification to Board Orientation process and Orientation material.
  - Creation of clear processes for CEO performance review (HR Committee).
  - Board presentations on Ethics Framework, Accreditation and Organizational Readiness, Leadership Program, Electronic Medication Administration Record (eMar), Financial Processes and Funding Sources, International Operations.

### Board Policy Review

- The Governance Committee continued to review and update Board Policies as per an established review cycle. This process was quite significant over the past year, as a number of policies needed to be updated, content shifted and an overall need to ensure policies were integrated and aligned. The need for some new policies was also identified, and have been developed.
- New processes have been implemented to ensure a standard approach to documenting and approving policy updates.

### Accreditation Readiness

- Accreditation Canada audit is scheduled for the spring of 2018. The Governance committee is providing support to management with this activity. This will continue and intensify in the upcoming year.

### Challenges:

- Board Recruitment: More intensive work was required to ensure processes in place for Board recruitment. This process has recently been developed, and will be utilized in the upcoming year.

### Priorities for 2017-18

- Support for Accreditation process.
- Recruitment of new Board members (including potential addition to the Governance Committee).
- Implement processes/education opportunities for Board Development as identified in the upcoming Board Self Evaluation/Governance Functioning Tool.
- Participate in/support organizational strategic planning process.

## Health Quality and Safety Committee

### Committee Members:

Dianne Nielsen, *Chair*  
Roxanne Sissons  
Dr. Wayne Giles

### Support:

Mike Conroy  
*President and CEO*

Jenny Robinson  
*Chief Operating Officer*

### Purpose:

The Health Quality and Safety Committee will assure 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.

The Committee Terms of Reference include the reviews of the following:

- Clinical reports and recommendations for course of action
- Compliance with accrediting bodies
- Promotion of safety for residents and staff
- Policies and procedures to promote safety

### 2016-17 Highlights:

- Increased level of feedback received from residents and families through the Resident and Family Experience Survey (completed October 2016), with additional follow-up Focus Groups held to achieve more in-depth analysis of results (completed December 2016 - January 2017).
- Quarterly reporting received from Operations on the status of Resident and Family Experience improvement initiatives developed in response to Resident and Family Survey and Focus Group results.
- New reporting for Incidents and Concerns established as a Key Performance Indicator included on the Performance Dashboard to provide earlier identification of safety and satisfaction trends from residents and families.

- Risk Identification and Risk Management reporting process established to monitor potential high-level risks or incidents that could affect the provision of services and compromise quality of care.
- Review of organizational-wide clinical benchmarking processes completed and targets adjusted to continue to improve standards of quality care (i.e. Appropriate Use of Antipsychotics, Decreased Hospital Transfers).
- New Variance Analysis reports established to provide more detail on identified areas for improvement including measurement and benchmarks, performance results and actions taken to improve and sustain results (i.e. Urinary Tract Infection Prevention program, Fall Prevention program, Pressure Ulcer Prevention program).
- Establishment of new programs and subsequent education programs have increased quality of care within the organization (i.e. Electronic Medication Administration Record has resulted in improved legibility of medical orders, reduction in medication incidents, and increased time savings) and created recognition within the community (i.e. The End of Life Framework for Palliative Care).
- Dementia Friendly Communities demonstration project was launched to support persons living with dementia to continue their lives within the community and to establish a blueprint for scale of program throughout the province.
- Pandemic guidelines reviewed and improved and infection control measures implemented.
- Enhanced Hand Hygiene program for staff and volunteers has proven successful.
- Ongoing review of policy and practice compliance ensures The Foundation has appropriate policies and practices in place and is well prepared for public reporting.
- Emphasis on the importance of education and training for board, staff and volunteers has been vital to compliance with programs and policies.

# Committee Reports

## Human Resources Committee

### Committee Members:

Peter Kruselnicki, *Chair*  
Roxanne Sissons  
Dr. Wayne Giles

### Support:

Mike Conroy  
*President and CEO*

Monica Giroux  
*Director Human Resources*

### Purpose:

The Human Resources Committee was established in June 2016, to oversee and advise the Board on matters related to:

- Human Resources Strategy
- Compensation Philosophy
- Workforce Engagement
- Succession Planning

### 2016-17 Highlights:

- Talent Management and Succession Planning Board Policy
- Board Commitment to Occupational Health and Safety
- Framework for Succession Planning (President/CEO succession)
- Establishment of an Annual HR Compliance Certificate providing validation that:
  - All Licensed Practical Nurses have confirmed the renewal of their licences as of the end of December 2016
  - All Registered Nurses have confirmed the renewal of their licences as of the end of September 2016
  - All Health Care Aides hired in the year 2016 are certified with an accredited institution
  - All hires in 2016 have a completed Criminal Records check completed and on file

## Board of Directors

Norma Jackson, R.N., B.N., *Chair*

Wayne Giles, PhD

Peter Kruselnicki

E. Joan McGregor

Dianne Nielsen, R.N.

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

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



### 2017 Logo Update

In this 2016 Report to the Community (publication released July 2017), The Brenda Strafford Foundation is pleased to present the Foundation's new logo. This evolution of the brand represents a bright and vibrant future, building upon The Foundation's proud history of serving the community for more than 40 years.

## Executive

Mike Conroy (*centre back*)  
*President and CEO*

Jenny Robinson (*centre front*)  
*Chief Operating Officer*

Glenda MacCallum-Snow (*right*)  
*Vice President Finance*

Monica Giroux (*left*)  
*Director Human Resources*

Catherine Kettlewell  
*Bow View Manor Administrator*

Brenda Hannah  
*Clifton Manor Administrator*

Brenda Carroll  
*Tudor Manor Administrator*

Paul Dhaliwal  
*Wentworth Manor Administrator*



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