

In Every Face, A Story. Behind Every Smile, A Family.

Report to the Community 2014



The Brenda Strafford
Foundation Ltd.

Charitable Registration No.105198873RR0001

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REPORT from THE CHAIRMAN OF THE BOARD of *The Brenda Strafford Foundation*.

2014 was a very difficult and disappointing year for our Foundation.

As the Germans would say — it was “sturm und drang” (storm and stress).

The addition to Bow View Manor has become a monster of concern. The contractor’s promises of completion dates never materialized. We are now being given dates and speculations between May and August — it is causing us much embarrassment with Alberta Health Services, and to a degree damaging our reputation.

Mike worked very hard and diligently on the ASLI proposal for Clifton Manor but it was not considered, at least to date — Mike feels that the tremendous delays in completing Phase 2 of Bow View Manor may have contributed to this. The rejuvenation of Clifton Manor is one of our major projects, and we will be coming up with a new approach.

Mike is working on a possible new venture with the University of Calgary which will, if approved, expand and solidify our Centre on Aging.

Our West Indian operations are going well, with the exception of Jamaica which is giving us some administration problems, but I see light at the end of the tunnel. “Maggie”, our Administrator in Haiti is settling in well and doing a fairly good job at Institut Brenda Strafford — we have a hundred staff there and see up to five thousand patients a month.

We have heard nothing more about our projects in Dominica, but Dominica’s arrangement with China for their building of a new hospital at Roseau includes our eye-care centre — we are hoping construction will start soon.

The hard work and devotion of our staff, under the direction of Mike Conroy, is evident in each of our facilities — when I visit them I see the effects of that devotion on the residents, who express their appreciation. We know we cannot please everyone all the time, but we receive very few complaints.

At this time I wish to thank all of our Board Members for their efforts and the time they spend in providing assistance and direction for our President and myself.

Barrie. I. Strafford



Mike Conroy, President & CEO

The development of this Report to the Community provides an opportunity to reflect on the achievements and challenges of the past year. Overall, a successful 2014/15 and tremendous potential for continued success in the future. Our residents and clients continue to receive excellent care and services due exclusively to the commitment and expertise of our outstanding staff and dedicated volunteers. The Foundation sincerely appreciates everything they do, every day.

Highlights for the year past include:

- The introduction of The Brenda Strafford Scholarship Fund,
- Excellent results in various care, living environments and safety audits,
- The development of The Foundation's Fall Prevention Program,
- A positive response to our West Campus Development Trust (WCDDT) submission.

Addition of new Executive Team members, Nancy Hammer, René Grisé, and Monica Giroux, and positively influencing funding changes to better support important services for our residents and clients.

A workplan was developed for The Brenda Strafford Centre on Aging, at the University of Calgary, which will support the fulfillment of its important vision and mandate. It is expected that The Centre on Aging will advance the objective of healthy aging nationally and internationally. The Foundation is also focusing on how we can leverage our relationship with the University of Calgary and other academic institutions to integrate research, education and clinical practices into the care we provide every day.

We are also pleased that we have new leadership at The Brenda Strafford Society for the Prevention of Domestic Violence in Ms. Eileen Bell. The Society is focusing on optimizing its programs to ensure that clients and children have the support they need after experiencing domestic violence.



Our International charitable endeavours continue to thrive. The Foundation is upgrading the operating theatres at the Institut Brenda Strafford in Haiti. We are also pleased to have a new administrator at The Institut, Ms. Maggie Constant-Edma. In Dominica we are awaiting word on the development of the new hospital in Rosseau which will include the redevelopment of The Brenda Strafford Eye Centre as part of the first phase. In Jamaica we are working on developing health services that meet the needs of the local population once the Good Shepherd's Foundation relocates their primary medical and dental services to their new building. The Foundation is also working with government and other stakeholders to develop a vocational school to assist youth in developing skills and avoiding less desirable pursuits all too common in high crime areas around Montego Bay.

With new fiscal issues facing the province 2015/16 will bring new challenges. I am confident that The Foundation will readily adapt to these new realities and continue to provide care and services that reflect positively on our Philosophy, Mission and Vision.

Sincerely,
Mike Conroy

Who Is The Brenda Strafford Foundation?

Founded in 1975, **The Brenda Strafford Foundation** is a charitable organization whose guiding principle is to cater to humanity and to bring a measure of hope to people whose outlook seems hopeless. In accordance with this philosophy, **The Brenda Strafford Foundation's** objectives are:

- Dedicate all funds, including those from investments, to the service of humanity,
- To maintain a sound financial base in order to expand the charitable works of the Foundation,
- To seek investments in support of these objectives, especially investments which will in turn contribute to health care in Canada,
- To actively explore new opportunities to benefit humanity, especially in situations where extreme poverty exists.

Our core business is to provide high quality care to older adults through our four seniors care facilities.



Enhancing Seniors Care

Quick Fact

1,294

Number of Clients who received Health and Safety education.



Adult Day Programs

Bow View Manor, Clifton Manor, Wentworth Manor.

Individuals living in the community have access to our Adult Day programs, which are designed to alleviate loneliness and isolation while promoting a healthy active lifestyle. All of our Adult Day Programs are in compliance with and adhere to the Continuing Care Health Service Standards as developed by Alberta Health.

Goals

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

Health Monitoring Includes:

- Vital Signs (Blood Pressure/pulse/respiration/weight)
- Blood Sugar Monitoring
- Basic Wound Care
- Medication Administration
- Walking Assistance
- Oxygen Therapy

Monthly Health Talks offered by a Licensed Practical Nurse provide clients with information on subjects such as:

- | | | |
|-----------------------------|-------------------------------------|-----------------------------|
| • Infection | • Understanding Parkinson's Disease | • Vitamins and Supplements |
| • Vision Health | • Medication Safety | • Physical Activity |
| • Dangers of Frostbite | • Dental Health | • Depression in the Elderly |
| • Falls Prevention | • Influenza | |
| • Stretching Exercises | • Sun exposure and UV Protection | |
| • Senior Bullying Awareness | • Dehydration | |
| • Heart Health | | |

Unique Art Therapy program

"Opening Minds through Art" is an intergenerational art program for people with dementia and was part of the Adult Day program at Bow View Manor. It was implemented through the Alzheimer's Society and included students from the University of Calgary nursing program. Clients with dementia with the assistance of 12 trained volunteers worked on a one-to-one basis.

Abridged Testimonial: Heartfelt Thank You

I am Bernice Grossi's daughter, Rita. I am an Adult Educator with a background in program planning, and this has given me a special appreciation for the program at Bow View Manor. As I write these words, my heart is filled with so much happiness and gratitude to the staff at Bow View Manor's Adult Day Program. In particular, I want to acknowledge the care and attention the Director, Kristen, has given to make my mom feel like such a valued and important member of Bow View Manor's program.

My mom lost her husband nearly a year ago. Following my dad's death, my mom became very depressed and was socially isolated. My brother and I were so thrilled when we received the call from Kristen that my mom was accepted into the program. From day one of attending the program, my mom has very enthusiastically shared the details of what she experienced.

Over and over my mom stresses the compassion, kindness and dedication of the staff and she loves the environment, the exercise, the food, and the routine of knowing what will happen each time she attends. She really enjoys the new friends she has made. My mother ends each phone call by saying, "I am so very happy every time I go to my day program." There is so much happiness in her voice that I am moved by her affection towards the people and the program at Bow View Manor.

Bow View Manor changes lives positively. My mother has so much more to look forward to, and my brother and I feel so fortunate that we have a community of caring people at Bow View Manor who provide exceptional care for my mom. Heartfelt thanks and continued success. Please keep doing what you are doing because so many benefit from all your tremendous efforts.

In appreciation, Rita

"This frees me up to have a day to myself. I have met with the staff at the program. They are very courteous, caring and jolly. The atmosphere is very pleasant. They make sure every person is involved in an activity. the program is A+."

Client of Clifton Manor

"Love the program staff and other clients here at Clifton Manor. It gives me something to look forward to and a few laughs. I have improved because I must shower, dress and get out into the community. I love it!"

Client of Clifton Manor

"The Adult Day Program allows my mother to regain some of her freedom back and for that I thank everyone (at Clifton Manor) for everything that they do for both my dad and mom."

Client of Clifton Manor

Director(s) of Nursing - Quality of Care

This year Wentworth Manor embarked in the "AUA" (appropriate use of antipsychotics) project. Antipsychotics are medications often prescribed to manage behaviours related to dementia. Although there can be good reasons for prescribing this medicine, research suggests that their use should be limited due to possible side effects. The project's goal is to decrease antipsychotic use in all residents except those with the following disorders: Schizophrenia, Schizoaffective Disorder, Delusional Disorder, Huntington's chorea, and brief Psychotic Disorder. The provincial benchmark is $\leq 20\%$. Wentworth's residents in Long Term Care began the fiscal year at 33% and have ended at 4%. In Assisted Living, the beginning of the fiscal year showed the resident population at 13% and to date it's 7%.

Education

Educators within the four care sites have had a busy year preparing staff for PIR External Audit, Continuing Care Accommodation Audits, Accreditation Canada Staff Satisfaction Survey and providing in-services, competency testing and education in accordance with The Brenda Strafford Foundation Corporate Calendar and special requests from the site Administrators and Directors of Nursing.

Accomplishments include:

- Teaching Earn to Learn for Health Care Aide's with Rosewood College at Tudor Manor.
- Partnership with Red Cross and Certified Instructor in education department who blitzed the organization and updated CPR and First Aid at all four sites.
- Falls Program KNOW More Falls; partnered with Safer HealthCare Now (SHN) for Fall Audit Tool.
- Introduced Hand Hygiene Audit Tool with Safer HealthCare Now.
- Policy revisions: Sexuality and Elderly; Least Restraint Policy; Falls Program Policies; TB and Immunization Policy in accordance with Alberta Health Services
- Trained 4 educators for Partners in Injury Internal auditor training/Continuing Care Safety Association.
- Update Annual Compulsory On-line In-services and added new content eg: Anaphylaxis.
- Chaired Scholarship Committee and revised Policy and Application process.
- Promoting Licensed Practical Nurse Leadership and Licensed Practical Nurse full scope of practice in Supportive Living.
- Researching Best Practices in Dementia Care and proposal for changes at the Brenda Strafford Foundation.
- Supportive Pathways Workshop monthly at rotating sites-an Alberta Health Services Dementia Education Workshop.
- Reviewing and responding to PPCA (Protection of Persons in Care Act) concerns and resident abuse education.
- Immunization for Influenza and Education on Hand Hygiene and IP&C (Infection, Prevention and Control) related to Outbreaks.
- General Orientation of New Hires monthly rotating sites.
- Student Orientation of all clinical practicum students and instructors before working on site; increased volume of students and student orientation at each site monthly or more frequently.
- Presentations for Family Support Group Presentations at Invitation of Social Worker on Sexuality, Depression, Dementia, Delirium.

The educators at each site complete 4-6 in-services per day as well as check Health Care Aide competencies, track annual in-services, run the fire drills at each site alternating shifts every month, and attend the Interdepartmental Quality Improvement, Occupational Health & Safety, and Resident Safety meetings monthly.

To date this year we have had educated approx. 16,692 staff at all 4 sites with a myriad of different educational topics.

Recreation and Volunteers

Recreation is an essential part of human life. Recreational activities can be communal or solitary, active or passive, outdoors or indoors, healthy and useful for society. This past year our Recreation Departments were instrumental in the quality of life and pursuit of happiness of our residents and families.

Staff continue to strive to meet and exceed excellent standards of practice in regard to programming for life enrichment and therapeutic recreation values.

Some of the activities included special occasions such as holidays, birthdays, anniversaries.

- Valentine's Day Tea
- New Year's Party
- Monthly Lunch Brunch
- Stampede Breakfast(s) and BBQ's
- Monthly Bus Trips
- Mother's Day and Father's Day Lunch
- Anglican Church Services Monthly
- Games such as Wheel of Fortune, Crosswords, Bridge
- Spring Fling Buffet Dinner
- Oktoberfest Buffet Dinner
- Snow Place Like Home dinner
- Religious Services
- Chinese New Year
- Summer Fair
- Exercise Classes- bowling, balloon badminton, walking

Programs included:

- Hand/eye Coordination
- Falls Prevention Program

The goal is to provide socialization, independence, friendships and avoidance of loneliness and isolation.

Quick Fact

3,760

Number of unique programs offered to residents throughout this past year. That is over 330 per month!



Volunteers. Thank You!

Quick Fact

188

Average number of active volunteers per month.

This year over 4898.5 hours of service provided by volunteers within the Manors.

(*does not include Adult Day Programs)



Volunteers Promote Goodness. Volunteers Improve Quality of Life

The Brenda Strafford Foundation is grateful for the time, talent and skills that our volunteers provide. A willingness to donate time to provide care and comfort to others is greatly appreciated.

Volunteer Opportunities are only limited by one's imagination. They have included:

- Pastoral Care
- Pet Visits
- Activities such as bowling, knitting, reading
- 1 on 1 visits
- Entertainment
- Social Events - Ice Cream Social
- Teaching

Volunteer Spotlight

Ms. Zemetu Kebede, Volunteer of Clifton Manor

Zemetu provides at least 2.5 hours per day from Monday to Friday, assisting with many physical activities provided to the residents. Zemetu is a glowing example of an individual with a passion for helping. You can hear her cheering during a game of bowling, encouraging during the morning walk, hugging when someone feels alone and conversing when it is needed the most.

Zemetu is very aware of those she cares for and adapts to each person's needs. As a single mother of 2 boys aged nine and five, Zemetu has a very busy life and is still seeking full time employment. Her grandfather was a key figure in her life and through his stories was the person who inspired her to volunteer with older adults.

Thank You to Zemetu, our very inspiring volunteer.

Social Work

Monthly Family Support Groups are a core program within all of our facilities. They are:

- Family driven, meaning there is a true partnership with families.
- Comprehensive, flexible, and individualized to each family based on their culture, needs, values and preferences.

Topics of Discussion

- Understanding Dementia and Strategies to Improve Brain Health
- Infection Control – Influenza, Norovirus & Outbreak
- Dementia versus Delirium versus Depression
- Spirituality – Use your spirituality to cope with losses, adjustment, grieving, and relating to the loss of your loved ones
- Activities to Share with Your Loved Ones as Dementia Progresses
- Choices with Funerals
- Palliative Care: Information for Families of Residents in Care Centers
- Guardianship & Personal Directives
- Financial Decisions – Powers of Attorney (General & Enduring); Trusteeship (Formal & Informal); and Wills
- When Things have to Change – Coping When a Loved One Requires Long Term Care

In addition to the Family Support Groups, we provided regular Residents' Discussion Group meetings (quarterly) with topics that residents choose. In response to needs expressed by spouses of residents living at Clifton Manor, there was a Wives Support Group formed. Clifton Manor provides a welcoming environment so that the spouse who continues to live in the community has access to others who have experienced a similar transition.

Volunteer Spotlight

Diane Coleman, Volunteer of Bow View Manor

Diane is someone who has enjoyed music all her life and believes it reaches people in a very special way, no matter what stage of life they are in. her career as a Geometrics Specialists and Consultant has not involved music, she has enjoyed singing in the Festival Chorus, playing keyboards in big bands and her own Jazz Band. She loves to play piano for the seniors at Bow View Manor. She always feel so appreciated – she says "I always leave feeling terrific and I think I get more out of it than they do". Twice a month Diane visits plus attends Special Events such as the Mother's Day Tea.

Diane is a great addition to Bow View Manor's family.



In 1990 the Brenda Strafford Foundation (BSF) formed a partnership with Accreditation Canada.

The Accreditation Canada Q-Mentum program has system-wide standards that address governance, leadership, infection prevention and control, medication management, long term care services, residential homes for seniors — topics that are important in all health care organizations, no matter what service is being provided. In addition to the system-wide standards, the Foundation utilizes these service excellence standards to address specific types of services, conditions, and populations. The Q-Mentum program's focus is on the essential components of safe and effective health care and are based on five attributes of excellence—clinical leadership, people, processes, information, and performance.

The standards support the Foundation's ongoing quality improvement activities and the Q-Mentum program from Accreditation Canada has been fused into day to day operations. The Board of Directors have an active role in this process as well and have formed the Governance Committee to address the standards. Accreditation Canada deploys surveyors every four years to audit the Foundation's compliance to the national standards. In the most recent audit held April 2013 an Exemplary standing was achieved by the Foundation, meeting 549 of the 550 standards. The next audit is due April 2017.

The quality of work life, team attitudes and perceptions of the workplace is evaluated annually utilizing the Accreditation Canada satisfaction survey tools. Results are used to identify areas that are already strong as well as areas that require improvement. Results also provide a baseline against which future assessments can be compared. This year's BSF return rate was 83%, compared to the National average of 72%. Comparing the BSF results from last year to this year, there was an increase in both work life satisfaction from 70% to 87%, and patient safety culture from 38% to 74%. Each site has reviewed the contents of the results in detail utilizing focus groups; as well the senior team is reviewing the results from a Foundation perspective. The resulting action plans shall continue throughout the next fiscal year and effects monitored in the subsequent staff satisfaction surveys.






Bow View Manor

This past year was one of capacity enhancements to our facility.

A New Supportive Living Facility

The opening of the new site was delayed by vandalism fire in November. No permanent damage but caused a huge delay to opening of Supportive Living Facility. A new tentative date of mid-June 2015 has been set. This new addition including the 44 Supportive Living beds and the 39 private Long Term Care beds will be wonderful addition. The security of the facility is enhanced through the addition of a second elevator, which is keyed accessed to the third floor, where the dementia residents live. Plus the heated underground parkade will make visits easy and convenient.

A new call bell system was recently installed throughout the building. This new call bell features the capabilities of running reports on the length of time it takes for the staff to answer a call bell. It gives documented evidence that the staff are answering residents' calls which families find reassuring.

Next Phase: Renovations to the existing building

Finalizing of the architectural drawing for refurbishing the east part of the building will be complete soon. All resident rooms on the Victoria Palliser unit and the Alberta Diefenbaker unit will be refurbished with new bathrooms, including new showers.

Research Participation at Bow View Manor

Bow View Manor is happy to announce the signing of an agreement to participate with the Canadian Consortium on Neurodegeneration in Aging Research in a Cross-Canada Network of Long-Term Care Facilities to Study the Prevention and Treatment of Neuropsychiatric Symptoms in Institutionalized Persons with Dementia. This research project will give The Brenda Strafford Foundation an opportunity to participate in a study of the treatment and prevention of neuropsychiatric symptoms and will be a great educational opportunity for our staff.

Another research project Bow View Manor is participating in is TREC (Translating Research in Elder Care). TREC is a Partnership program with the University of Alberta on practical solutions to improve quality of care, life and end of life for Long Term Care residents/care givers and enhanced system efficiencies.



Clifton Manor

Celebrating Diversity is what we do.

Clifton Manor is unique within our organization due to the makeup of our resident population we serve. This past year we welcomed 155 new admissions of which 52% were male. Plus 30% of all of our residents are non-English speaking individuals. We embrace our multicultural population through all we do. We celebrated the Chinese New Year – 15 days of activities and traditions were part of our plans.

Every month we hosted Dine-Ins for our Asian and East Indian residents.

For our male population we ensure that our focus on leisure is designed to bring joy. Our regular Breakfast Program called "Fried Eggs Tuesday" hosted from 30-40 residents on a weekly basis. Plus to ensure that we include younger men, we hosted "Boomers Breakfasts" every month. These get together are intended to provide a forum for men to talk, share stories, make plans and generally socialize.

Our Summer Fair continued to be successful. In 2014 we themed our Fair around an Antique Car Show and included an Antique Firetruck. Family members were encouraged to participate and some showed up in some amazing Hot Rods of the past. The Summer Fair included games, entertainment and a BBQ.

A new partnership with Alberta Health Services began in January of 2015. We now offer four secure respite beds which allow families who are in a care-giver situation in the community, some respite. In coordination with our existing long-term care services, our respite clients are provided an environment that will meet all of his/her health and accommodation needs. As we presently do with our residents, we continue to deliver the means to ensure that a high standard of quality of life is provided for our short term clients.

In December of 2014, we welcomed a new physician. He is the first clinical Alternative Relationship Plan physician to join The Brenda Strafford Foundation. Dr. Brian Kim has the responsibility of providing clinical services at Clifton Manor.



Tudor Manor

- Maintained an occupancy rate YTD of approximately 98%
- Completion of the Earn as You Learn Program with 6 Health Care Aides graduating.
- Publication of the 1st "Let's Talk Tudor" Newsletter to families and clients.
- Tudor Manor received full compliance in the Alberta Health-CCHSS (Continuing Care Health Service Standards) Accommodations Audit on August 6, 2014.
- First time participation in the organization wide PIR audit.
- Tudor Manor facilitated the practicum experience for seven second year RN students from the University of Calgary, Faculty of Nursing.

- The Rec. Therapy department preceptor RTA student from Bow Valley College for 4 weeks practicum completed. Very positive feedback from student on quality of experience.
- All residents' room and mailboxes were municipally addressed by the town of Okotoks: This enabled the resumption of CP delivering mail to residents' mail boxes.
- A new on-call process for RNs trialed between Wentworth Manor and Tudor Manor. This process is working well.
- Utilization of an Alberta Health Services recommended Medical Doctor on site has met with success. Physicians from the Foothill's Medical practice also continue to carry out weekly rounds on site of clients assigned to that group.
- Change in contracted services for laundry, housekeeping and dietary was made on March 29, 2015 from GM Pearson to Aramark Canada. This transition went very smoothly and our residents were not impacted in any way.



Wentworth Manor participates in numerous audits each year. One of the more stringent audits is the CCHSS (Continuing Care Health Service Standards) audit which focuses on clinical care, health care charting and documents. It is conducted by Alberta Health Services every two years.

The Results:

- Long Term Care service was 99.3%
- Assisted Living service received 99.5%
- The Accommodations Audit conducted by Alberta Senior's, which is focused more on the building and accommodation documents, resulted in 100% compliance.
- The Food Safety, Housing/Public Accommodations and Long Term Care Adult Care Facility inspections resulted in 100% compliance.
- Assisted Living's Adult Care Facility Inspection noted one issue which was corrected on the spot. Wentworth participated in the Partners for Injury Reduction survey and received 99%.

The aging Nurse Call System in The Court building had been experiencing technical issues for a few years. Early in this fiscal year, there had been significant diminution and malfunctions in the call system resulting in staff-to-resident 15 minute checks. The plan to initiate a new system in 2013 was thwarted due to inadequacy with the Wi-Fi and phone system. Over the course of the year, Wentworth received an upgrade in technology with the strengthening of the computer band width and a new phone system. Immediately upon completion of these upgrades, construction of the new Nurse Call System began. July 28th, 2014, was the "Go Live" date for new Nurse Call System. The initiation of the new system had "kinks" which took time to iron out. We thank the residents and families for their patience. The nurse call bell, when pulled, works in an escalation sequence where the messages are sent to a larger group of staff every 3 minutes until the call has been responded to.

Today, we receive daily reports on the Nurse Call system as it relates to when and how often the call bell is pulled and length of time it takes for the staff to respond. The goal is to respond to the call within 3 minutes. It is safe to say that the majority of calls (over 80%) meet this goal and there are days when 100% of the time the goal is met.

We recently discovered that a few new access points need to be added due to some dropped calls in stairwells. This advancement will take place in the spring. The system also has a "Menu" and "Activity" button on the call box, that when pressed allows the resident to hear what meals and activities are occurring that day.



Calgary continuing care centres experienced approximately 117 outbreaks in 2014. Unfortunately, Wentworth experienced 2 influenza outbreaks. Both outbreaks were contained quickly with no spreading and were both over within 7 days. The Infection Prevention and Control program is embedded in our practices at Wentworth Manor with ongoing staff education, hand washing audits and annual immunization. Our immunization program is very important to us.

This year's statistics for influenza vaccination rates are:

- Assisted Living Resident immunization rate at 91%
- Assisted Living Staff immunization rate at 98%
- Long Term Care Resident immunization rate at 96%
- Long Term Care Staff immunization rate at 96%.

The Mobile X-Ray service pilot project commenced this year for those in Assisted Living and Private Pay. Although there is a fee of \$150, the service allows for an X-Ray to be done right in the resident's room. The project is currently being monitored for use and satisfaction. The new "Chef's Club" started in the Court building in March 2015. We hope that this will be enjoyable, while simultaneously providing ideas for food and meal improvements.

There is a new 5 year Building Restoration and Repair plan in place. New flooring, painting and ceiling upgrades have occurred in both buildings. Corner and baseboard restoration, and framing to hand washing sinks have occurred in the Court, as well the exterior wall on the west side of the property has been replaced. The Adult Day Program received an expansion of an additional (quiet) room with a bed for those who wish to rest. The Preventative Maintenance has introduced a computerized program. The program utilizes designated (recycled) computers, which allows for quick reporting and correction of hazards.

A partnership with the University of Calgary Research Chairman has brought about a Resident's study. The university students have been focusing on how exercise affects blood pressure, oxygenation and fall rates. One of the benefits to date is the inclusion of a kinesiology practicum student for Long Term Care residents at Wentworth. The Falls Project started in the Residence building as the Assisted Living residents fell a significant 42% 2011-2012, decreasing to 17 percent in 2014-2015. Interventions that have made an impact include strengthening our exercise and walking programs, education on foot wear, clothing, hazard free environment to name a few.

Our cooks have been busy with the many events hosted by Wentworth. This year also saw Staff Meals come to fruition. The cooks are to be commended for the continuous monitoring of food waste and careful use of supplies.

The staff satisfaction surveys were completed; Wentworth noted an overall 86% return rate. Regarding work life, 93% of the staff were very satisfied and for safety 74% met with high marks. Two large focus groups were held with opportunities for improvement identified and action plans underway.

Strategic Development

Utilizing population growth and evidenced based research on aging, the Vice-President provides leadership to the organization related to capacity building and strategic direction.

Highlights Of This Year Include:

In April 2014 development of an Annual Action Plan and Goals which were:

- Enhance quality of care services and safety
- Expand current services and pursue new service, research and education opportunities
- Improve organizational public awareness and community profile
- Develop our people
- Optimize financial performance

Community Advocacy

- A number of meetings and presentations were held seeking advice and support for the plans to develop Clifton Village. This culminated in a grant request to Government of Alberta to provide funding for part of the project, but was declined.

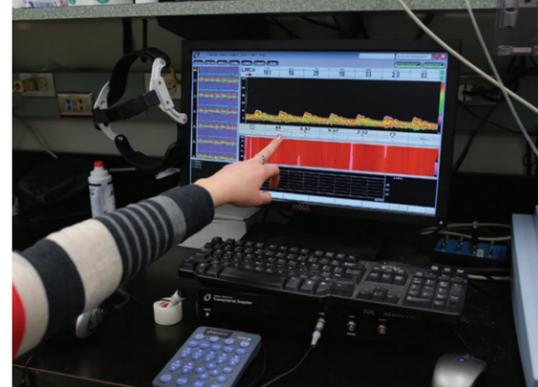
Brenda Strafford Centre on Aging

A work plan and framework for this Centre was developed. The mandate of the Centre focuses on four main areas:

- Age-related research
- Advocacy and Public Policy on aging development
- Interdisciplinary teaching and learning
- Community Outreach

Other achievements this year included:

- Proposal for a Demonstration Project on restorative unit & integrated continuing care service model to Alberta Health
- Development and completion of a lease for Gateway Place-a home for patients not mentally criminally responsible with Alberta Health (funded by The Brenda Strafford Foundation)
- Request for Qualification proposal for the West Campus Trust Development
- Environmental Assessment, International review, Workshops and focus groups related to a three year strategic plan for the organization



Supporting Research

University of Calgary

Brenda Strafford Foundation Chairs in Geriatric Medicine, Alzheimer Research and in the Prevention of Domestic Violence.

The Brenda Strafford Centre on Aging - highlights

Canadian Longitudinal Study on Aging. Dr. David Hogan continues to work on this 20 year project (started in 2011). This study (which includes 3,000 Calgarians) includes analysis of men and women between 45 and 85 years of age. Information on biological, medical, psychological, social, lifestyle and economic aspects of their lives.

Age-Friendly Strategy. Dr. Hogan is part of a group contributing to the City of Calgary's Age-Friendly Strategy. The strategy, which started in 2012, is looking at how to make outdoor spaces, transportation, housing, civic participation, respect, social inclusion, community and health supports more age friendly in Calgary.

The Brenda Strafford Foundation Chair in Alzheimer Research

Dr. Marc Poulin has formed an Interdisciplinary team made up of leading researchers- physicians, clinical psychologists, a geneticist, a population health investigator, knowledge translation experts and exercise physiologists. One exciting area of ongoing research is Brain in Motion, an 18 month program where researchers examine the impact of a structured -six-month aerobic exercise program on both cerebrovascular function and cognitive abilities in 250 older Calgarians. Dr. Poulin has purchased equipment to extend his research into the community and assisted living facilities plus he has set up practicum-based learning opportunities for undergraduate students at assisted living facilities.

The Brenda Strafford Chair in the Prevention of Domestic Violence

Our Contribution

Lead by Lana Wells, SHIFT: The Project to End Domestic Violence aims to stop violence before it starts. The work SHIFT has done with Government of Alberta came to fruition with the release of the framework to end family violence in Alberta and the commitment of \$72 million in funding to support implementation of strategies outlined in the framework.

SHIFT developed a business case for a Teen and young Dads program in Calgary, and was successful in helping secure funding to develop, implement and evaluate two programs at the Louise Dean School, Calgary board of Education program for pregnant and parenting teens.

The Government of Alberta created a new position to help co-ordinate the men and boys domestic violence prevention work in partnership with SHIFT.



International Charitable Projects



Dominica

With a population of 80,000, Dominica is a small Island in the Caribbean.

Our Contribution

The Brenda Strafford Foundation provides 4 of the 22 Primary Care Clinics throughout the Island. These 22 clinics provide referrals to 6 larger centres who have 24/7 coverage and access to a doctor. The one hospital in Dominica is in Roseau, the capital.

Our 4 clinics provide Public Health Nurses whose focus is on population wellness. They serve citizens of all ages from babies who need vaccinations; women who require pre-natal care, to outreach services for people who can't get to the clinic, and check-ups for seniors who need help with medication.

Looking Ahead

The Brenda Strafford Foundation has land next to the Hospital in Roseau. The building on that property was previously used as an Eye Clinic. Through a new re-development plan by the Government, this facility will once again become an Eye Clinic and The Brenda Strafford Foundation will be working to supply all the equipment needed. We will also continue to provide a physician for the Clinic.

Jamaica

With a population of 2.7 million, Jamaica is an island country situated in the Caribbean Sea, comprising the third-largest island of the Greater Antilles.

Our Contribution

The Brenda Strafford Foundation provides a Primary Medical Facility and Dental Clinic. We also provide a 22 bed Hospice on the same compound, mainly for cancer patients. Thanks to the Good Shepherd Foundation and the Village of Hope, these clinics are able to provide the staffing required to maintain these services.

Looking ahead.

The Brenda Strafford Foundation is meeting with the Education Ministry to offer space for perhaps vocational training for young people. The building that was used for young pregnant girls would be retrofitted for this purpose and possibly provide training to between 15 – 20 people at one time. This is a highly needed service to assist with reduction in poverty.

Haiti

With a population of 9.9 million, Haiti, officially called the Republic of Haiti is a Caribbean country.

Our Contribution

There is a chronic shortage of health care personnel and hospitals lack resources, a situation that became readily apparent after the January 2010 earthquake. The Brenda Strafford Foundation commitment to Haiti includes

- 2 operating rooms and 20 – 25 hospital beds for overnight stays.
- Accommodation for families to stay (for a modest fee) as they often travel great distances.
- Scheduled and 24/7 surgeries.

Every morning people show up, both scheduled and not scheduled. Families travel a great distance and pay what they can or nothing at all. We ensure that we provide services to people of all ages and high percentage of those are children. Extreme poverty manifests itself in unique eye diseases.

The Brenda Strafford Foundation often times have physicians who come over from places like Chicago, to handle more complex cases and to teach local Ophthalmologists. We also host students from United States Universities with a key interest in pre-natal care education.

Looking Ahead

This past year there were a number of capital requirements needed and which will continue to be required including,

- Renovate operating rooms at a cost of \$180,000 US.
- Operating Room lights. Only one light works now of the seven they need.
- Argon Gas Laser at a cost of \$40K for new one, plus shipping.



Operational

Communications & Fund Development

As a charity, The Brenda Strafford Foundation is committed to serving those in need, with dignity and respect. This past year has been focused on establishing Communications and Fund Development processes and infrastructure for success.

Some key projects included

- Donor management database software and training.
- Prospect pipeline development.
- Donation materials including Memorial Giving and Grateful Resident & Family Program; Planned Giving.
- Community engagement and communications for support of our Clifton Village facilities project.
- Re-launch of Newsletter to inform staff, residents, family members and stakeholders.
- Development of Gift Acceptance policies.
- Establish and formalize Donor Giving stewardship practices.
- Build a Bus Campaign Launch

December 2014

About 100 people joined Darrel Janz of CTV at the Bus Campaign Launch at Tudor Manor.

Mayor Bill Robertson brought greetings and was joined by

- Dr. Barrie Strafford, Chair of the Board
- Norma Jackson, Co-chair of the Board
- Lesia Mullings, Administrator
- Sherry Little, Director Recreation and Volunteer services
- Darrell Wood, Pastor
- And many residents.

Special Seminars

Planned Giving seminars were held in two manors this past year. Thank you to our expert volunteers, Cliff W. Underwood, Underwood Gilholme Estate Lawyers and Ms. Erin Daniels, Associate Advisor with RBC Dominion Securities who shared important information on:

- Your Will & Enduring Power of Attorney
- Personal Directive
- Your Finances and Giving Options

Ongoing Campaigns

- Build a Bus campaign to purchase a new wheelchair accessible vehicle for the residents of Tudor Manor, Okotoks AB. Target is \$100,000, total raised from September 2014 – March 2015 is \$45,100.
- Thank You for residents, family members, local service clubs and church groups.
- Wish List of much needed equipment for each of the four Manors: listed on www.straffordfoundation.org/donate
- www.straffordfoundation.org
- Twitter @BrSt_FDN
- Facebook

Human Resources

Employee Educational Scholarship Fund was launched.

In December 2014 the BSF Scholarship Committee was formed to encourage the professional and personal development of our employees. A total of nine employees were awarded scholarships and they included:

Tudor Manor

Keith Dorscht
Jaimie Neilson
Sarah Richardson

Bow View Manor

Alma Rapin
Stacy Liu
Chantelle Gamache
Maninder Gill

Clifton Manor

Carole Sutherland
Jennifer Dandajena

Employees of the Year

Congratulations of the following individuals who were awarded this recognition as employees of the year.

Jackie Jack
Bow View Manor

Leah Kimpo
Wentworth Manor,
Residence

Ranjan Patel
Wentworth Manor, The
Court

Jackie Whipple
Clifton Manor

Judith Johnson
Tudor Manor

Information Technology

The Information Technology (IT) department has had a very successful and challenging year; which has seen the recruitment of two new staff members, implementation of new technologies and a focus on continually developing a more professional and effective unit.

This year of building has seen a development of a customer centric approach to delivering quality IT functions and services. The IT department works as an enabler to allow the rest of the organisation to focus on their core roles and functions.

User Support.

With the addition of staff there has been an improvement in the responsiveness of IT support to the customer needs and improving the general user experience.

Infrastructural Improvements.

A major focus for the IT department this year has been to improve the underlying infrastructure of the organisation to improve: the reliability, accessibility and security of our core business applications and services. The department is actively looking to improve a number of key components of our IT infrastructure including:

- Networking.
- Wireless.
- Server Environment.
- Backups and disaster recovery.
- Anti-Virus protection and security.

Looking to the Future

The coming 12 months promises to be exciting with the IT team working with external organisations and internally to deliver:

- A robust data collection and presentation package to improve the delivery of core services.
- Improving our printer and scanning implementation to reduce costs and improve effectiveness.
- Integrating our computer systems and improving our disaster recovery practices to reduce the risk of any disruption to the organisation.
- Redeveloping our end user solution to continue to improve on the user experience and reduce lost time due to IT issues.
- Improve the ability of nursing staff to record resident interactions at Point of Care and increase the time available to provide care.

99.9%
network and server uptime.

1900+
individual requests for IT support were actioned and resolved.

Thank You to Our Donors

The Brenda Strafford Foundation is dedicated to helping those in need. Donations allow us to extend our services to seniors; expand our support to our Caribbean health operations; provide services for women and children dealing with domestic violence; continue research on aging, dementia and Alzheimer disease; help homeless families find a place to stay until they get on their feet and more.

As we continue to build upon our past success, we thank those who have dedicated themselves to our cause including those who have contributed to our Build a Bus Campaign.

Thank You to our many Anonymous Donors, who have requested that we not list their names.

PRESIDENTS CIRCLE

\$10,000 - \$50,000

Alvin & Karen Fritz

BUILDERS CIRCLE

\$1000 - \$5,000

Ellen Chohey	Jake Fleming	Kathleen Shaw
Lloyd and Violet Traptow	Marshall Bye	Mr. & Mrs. Yoon Choon-Hwa

ASSOCIATE LEVEL

UP TO \$1000

Ada McCulloch	Christine Simpson	G.A.C. and Helen Henderson	Joseph Chrumka
Auria Klose	Clare and Peter Moore	Gayle Cotterall	Joyce Teskey
Barbara Webb	D. Blake and Norma R. McDougall	Gordon & Sandra Hood	Keith Pederson
Bernadette Resnik	Dave & Yvonne Van Helden	Gordon and Gail Leyland	Laroy and Barbara Norgaard
Birt McKenzie	Desmond McDonnell	Howard Lyons	Leontyna Szepecht
Blanche Arthur	Don and Joyce Nakrieki	J. Timothy and Brenda Bryson	Lillian Holmes
Brenda and Dale McCormick	Dorothy Aukland	Jason and Jocelyn Pearce	Linda M. Bandy
Candys Mackenzie	Dorothy Bruce	Jennie Dawson	Linda Rehberger
Carl Peterson	Edel, Roisin, Gerard, Cliona Prizeman	Joan Diane Last	M. Frances Winters
Catherine Attenhofer	Fred and Lorraine Chikowski	John Smithers	Marcia Douglas
Cecil and Margaret Bioletti			Marian Christensen

Maricela Dogaru	Olivia Bertels	Sharon Fraser & Lois Thompson	Valerie Graf
Marie Paterson	Orest and Mary Mandryk	Sheila Hartley	Victoria Baker
Marjorie McPherson	Pat Bateman	Sihota Taylor Chartered Accounting	William and Katrina Sachko
Mary Plunkett	Patricia Lomenda	St. James Catholic Womens League	William McConkey and Family
Max Kaulback & Claudia Griebel	Patrick Reilly	Stella Williams	William Toffoli
Michelle Vollhofer	Peggy Mason Sadler	Stephen Crowe	Winfried Schenk
Mike Brady	Rob and Kelly Carpenter	Steve and Anne Guliak	Winston Parker
Mike Smithson	Rob Stroud	Ted and Angela Ewashen	
Muriel Howard	Robert and Linda Williams	Thelma and Anthony Ostroski	
Nancy Hammer	Ronald and Christine McKay	Tina Rewega	
Noela Moffit	Ronald and Irene Godsmen	Turk and Pat Graham	
Norman and Jo Hanson	Sandra and Barry Kinniburgh		

GIFT IN KIND DONORS

Gordon Hurlburt	Jane Spence	Jim Saunders
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BUILDERS

ATB Financial	Calgary Arts Development Authority Ltd.	Order of the Royal Purple	The Sheep River Fellowship of Okotoks
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ASSOCIATE

374482 Alberta Ltd.	Management Consultants INC.	Oil Wives Club of Okotoks	St. James Catholic Womens League
Alumnae Association of the Nurses, Class of 1944	Encana Cares Foundation	Optics Plus Inc.	SunCares Community Service Volunteering Program
Benevolent and Protective Order of Elks (BPOE)	Heritage AutoPro	Pulse Seismic	Team TELUS Cares
Callow & Associates	Mountain View Funeral Home	Sihota Taylor Chartered Accounting	
	Norton Rose Canada LLP		

The Brenda Strafford Foundation Ltd. is a registered Canadian Charitable Organization established on August 15, 1975 by Dr. Barrie I. Strafford to honour Brenda Strafford, his late wife, and perpetuate her interest and desire to care for the elderly, and promote activities to help people in need.

The Foundation was started in 1975 when Dr. Barrie 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 in Calgary became the base of the Foundation.

From the base of one Nursing Home in 1982, the Foundation has now grown to own and operate four long-term care/assisted living facilities with over 800 beds and approximately 1000 staff. In addition, it is involved in a number of charitable projects for seniors, women and children who are victims of domestic violence and persons in need of health services in Alberta and the Caribbean. It has a close affiliation with the University of Calgary through the funding of 3 Research Chairs and the University of Calgary Brenda Strafford Centre on Aging.

In 2015 The Brenda Strafford Foundation will celebrate 40 years of exemplary service.

Looking To The Future

The Brenda Strafford Foundation has developed a three year Strategic Plan and the goals are:

1. Achieve excellence in quality and safety of care.
2. Diversify and expand services to meet changing community needs.
3. Enhance the integration of research, education and clinical practices.
4. Optimize resource stewardship.
5. Enhance technology and infrastructure to improve service quality and establish industry leadership.

Board of Directors

Barrie I. Strafford, AOE, FRCPSC, K.S.S., LL.D. (Hon).

Norma Jackson, B.N., R.N.

Dianne Nielsen, R.N.

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

Dr. Wayne Giles, Ph.D.

Nicole Jelley, LLB, PHR

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Vice President, Clinical Services

Nancy Hammer

Director, Communications & Fund Development

Monica Giroux

Director, Human Resources

Lynda Poissant

Administrator, Bow View Manor

Jenny Robinson

Administrator, Wentworth Manor

Brenda Hannah

Administrator, Clifton Manor

Lesia Mullings

Administrator, Tudor Manor

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www.straffordfoundation.org

Charitable Registration No.105198873RR0001



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