

The  
**Brenda  
Strafford  
Foundation**  Report to  
the Community  
**2020**



***Together, We Are BSF Strong!***



# Pursuit 2021

## 2018-2021 Strategic Plan



### Our Values

#### Quality

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

#### Leadership

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

#### People First

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

#### Engagement

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

#### Compassion

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

#### Philosophy

The preservation of dignity and the pursuit of happiness.

#### Mission

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

#### Vision

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

#### Strategic Goals for 2018-2021

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

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On behalf of The Brenda Strafford Foundation's Board of Directors, I wish to extend our sincere appreciation to all The Foundation's staff, residents, families, as well as to our partners and supporters in the community. The ongoing understanding and support they have demonstrated despite the many challenges faced throughout the 2020 year and during the COVID-19 pandemic has been remarkable.

I would especially like to commend The Foundation's leadership team, led by President and CEO Mike Conroy, and all staff throughout The Foundation for their exceptional response to the prevention and containment of COVID-19. The Foundation has continued to be guided by its core values and has once again shown great leadership during this challenging time to keep our residents, each other, and our communities safe.

As a Board, we continue to feel a great sense of pride in the impacts of the important work taking place throughout all aspects of The Foundation's operations and charitable activities.

The Foundation supports a number of charitable activities serving seniors, women and children in Alberta, and underserved populations in Haiti, Dominica and Jamaica. As such, the Board identified a need to establish a strategic plan to guide those charitable activities that are distinct from the core seniors' care operating activities of The Foundation, which are also charitable.

The strategic planning process began in March 2020 and involved an assessment of the current state of our charitable activities, an environmental scan, and broad engagement including interviews with stakeholders. These distinct charitable activities were grouped together and branded as "BSF Cares."

In June 2021, The Foundation's Board of Directors approved the strategic plan for BSF Cares. For the first time, a mission, vision, values and strategic goals were established specifically to guide BSF Cares activities. We look forward to unveiling and implementing this strategic plan that will help to ensure that the necessary structures and processes are in place to support the continued success, sustainability and growth of BSF Cares now, and into the future.

Through this strategic plan, BSF Cares will position itself for continued success while staying true to the guiding principle of The Foundation, *"To cater to Humanity; to bring a measure of hope to people whose outlook seems hopeless."* This is reflected in the steadfast commitment to continue the legacy that Dr. Strafford dedicated his life to creating and the history of The Foundation as a charitable organization.

Thank you for your ongoing support of The Brenda Strafford Foundation.

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

**Clayton Sissons**  
*Board Chair*

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The past year was a particularly challenging year, and a defining time in our history, as we had to use all of our combined expertise and energy to respond to the impact of the COVID-19 global pandemic.

All around the world, healthcare workers are among the essential workers societies were counting on the most to respond under unique and very difficult circumstances. Our staff continued to rise to the challenge, time and time again, and I am exceptionally proud of the response from all of our staff in managing the impacts of COVID-19 within our sites.

We have responded to prevent and contain outbreaks. We have responded to the continuously changing public health orders for continuing care and the community. We have responded to meet the needs of our residents and families in unique and innovative ways to continue to optimize well-being and enrich the lives of those in our care. We have responded to protect the health and the safety of ourselves, each other, our residents, our families and loved ones, and our communities.

As we reflect on the unique challenges of the 2020-21 year, we also managed to advance other organizational priorities. In particular highlights include opening Cambridge Manor in July 2020 and continuing construction of Clifton House scheduled to open in 2022. We are also looking ahead to the future, guided by a strategic planning process that we will undertake this year that will ensure we continue to create an exciting and impactful future for The Foundation.

On behalf of The Brenda Strafford Foundation Executive team, I extend sincere appreciation to all of The Foundation's employees for their inspirational courage, commitment and compassion throughout the past year. I also take this opportunity to acknowledge the ongoing understanding, support and cooperation of our residents and families, whom have continued to display remarkable resilience in the face of many difficult circumstances. Lastly, I extend appreciation to our many partners and supporters in the community for their unwavering commitment and support during these challenging times that we have all faced together.

Together, we remain BSF Strong!

A stylized, handwritten signature in black ink, appearing to read 'Mike Conroy'. The signature is fluid and cursive, with a long, sweeping underline that curves back towards the start of the name.

**Mike Conroy**  
*President and CEO*

# Message From The Strafford Family

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

It has been five years since our father, and the founder of The Brenda Strafford Foundation, passed away in June 2016, and it has continued to be a period of great change and transition for The Foundation.

Since that time, we have seen the retirement of Norma Jackson from the Board Chair position in 2020, and the appointment of Clayton Sissons (husband of Roxanne Sissons) as the current Board Chair. The Foundation's Board of Directors have welcomed various new Board Members, including Dr. Strafford's grandson Joel Vorra (son of Lisa Strafford), introducing the next generation of Strafford family members to contribute to The Foundation's governance. The Foundation has seen a strategic planning cycle for 2018-2021, is about to commence a new strategic planning cycle for 2022-2025, and has also enhanced its focus on strategic planning specifically for its charitable endeavors.

Our family is proud to be part of this ongoing growth and transition of The Foundation. We know our mother and father would be proud of the legacy of The Brenda Strafford Foundation, as it continues to grow and adapt to the changing times.

In 2020, The Foundation marked its 45 year anniversary. We take this milestone as an opportunity to reflect upon The Foundation's impact over the past 45 years. As we continue to build upon the achievements and successes of our past, looking ahead, The Foundation has a promising future that is full of potential because of the legacy our father dedicated his life to building, in the memory of our mother.

2020 has also been a very challenging time for our society, the health care and seniors' care sector, The Foundation, and our residents, families and staff experiencing the impacts of

the COVID-19 pandemic. But the attributes of compassion, dedication to the service of others, and expertise that have built The Foundation's reputation of excellence over the past 45-years have ensured that we continue to do what we have always done, caring for the most vulnerable, and those in times of need.

As we continue to say, our father always believed The Foundation's greatest asset was its people. Once again, we have seen this proven to be true during The Foundation's response to the COVID-19 pandemic. Thanks to the hard work and dedication of The Foundation's people - from the leadership of the Board and Management team, the compassion and courage of the employees, and the support of the community - the legacy of The Brenda Strafford Foundation remains 'BSF Strong!'



A handwritten signature in black ink, appearing to read "Miles Strafford".

Miles Strafford



A handwritten signature in black ink, appearing to read "Roxanne Sissons".

Roxanne Sissons



A handwritten signature in black ink, appearing to read "Lisa Strafford".

Lisa Strafford

# Our Founding Purpose



Brenda Strafford  
1931-1974



Dr. Barrie I. Strafford  
1928-2016



Barrie and Brenda Strafford  
1949

## The Brenda Strafford Foundation Established August 15, 1975

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

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

The Foundation continues to be guided by the philosophy:

*The Preservation of Dignity  
and the Pursuit of Happiness*

# History of The Brenda Strafford Foundation



On August 15, 2020, The Brenda Strafford Foundation proudly celebrated 45 years of impact. As we continue to build upon the achievements and successes of our past, looking ahead, The Foundation has a promising future that is full of great potential.

## Serving Seniors and Those In Need Since 1975

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

## Diversifying Into International Healthcare

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

## Research on Aging at the University Of Calgary

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

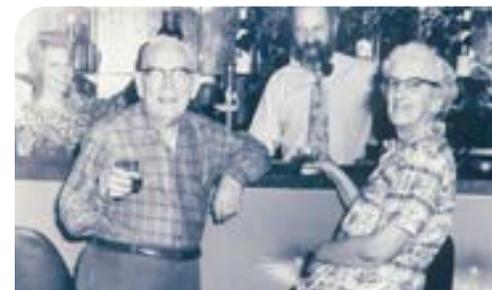
## Championing the Prevention of Domestic Violence

1996 - The Brenda Strafford Society for the Prevention of Domestic Violence was founded and opened The Brenda Strafford Centre, initially a second-stage shelter for women and children leaving emergency shelters. In 2010, The Centre relocated and expanded to also include progressive housing to further support women and children impacted by domestic violence.

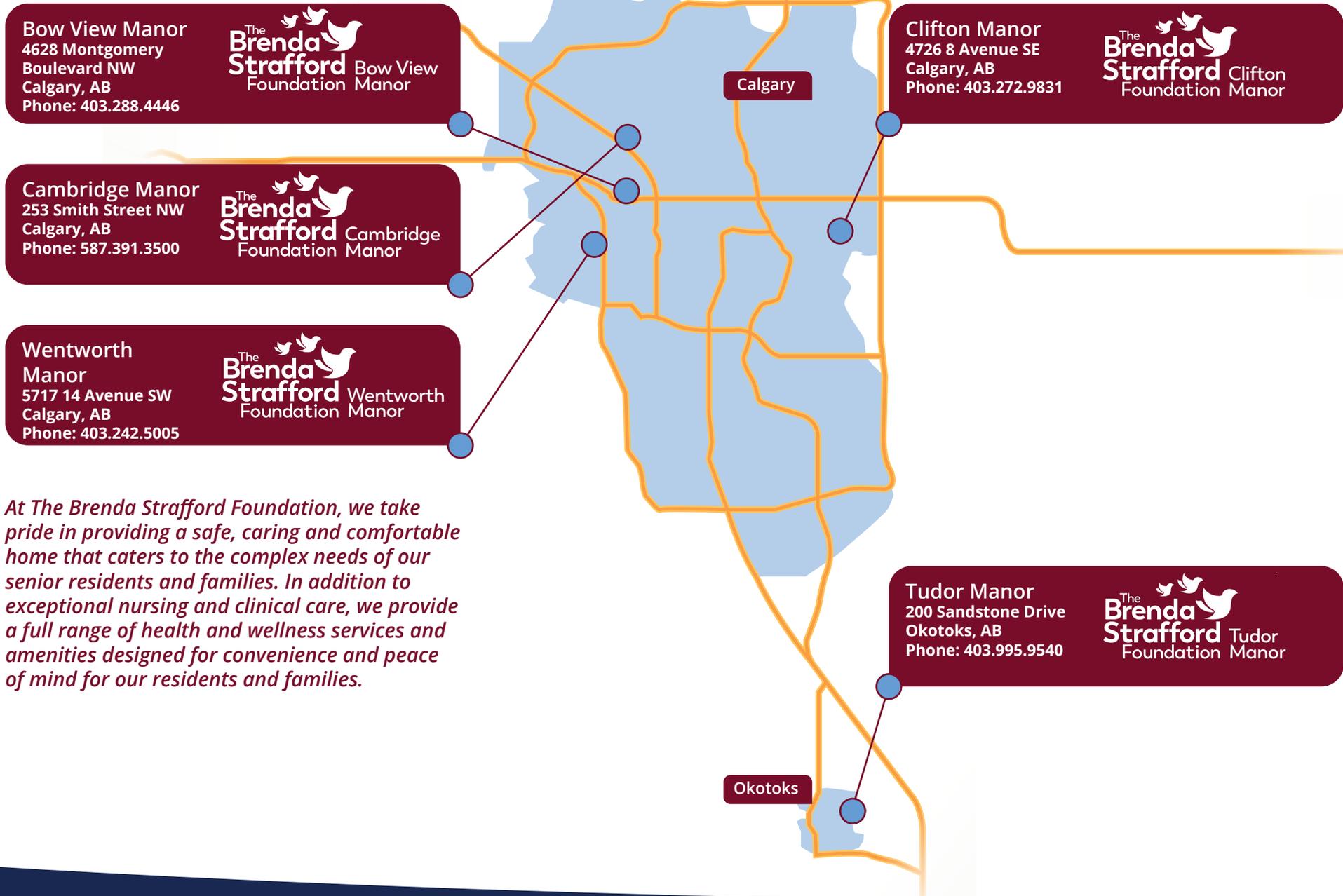
The Brenda Strafford Chair in the Prevention of Domestic Violence (2007) supports research at the University of Calgary.

## Expanding Seniors Care Operations

1996 and beyond - From its base at Bow View Manor, The Brenda Strafford Foundation has continued to expand its seniors care operations to now also own and operate Wentworth Manor (1996), Clifton Manor (2010), Tudor Manor (2012), and Cambridge Manor (2020).



# Enhancing Seniors Care



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



## Goal 1:

# Achieve excellence in quality of care and living

## The Foundation's COVID-19 Pandemic Response

As the 2020 year commenced, The Brenda Strafford Foundation had already begun to rapidly shift our focus to prepare for the COVID-19 global pandemic. Throughout 2020, our number one priority remained focused on prevention and containment of the virus, as seniors care homes tragically became Canada's epicentre for the most severe outcomes of COVID-19.

Despite the many restrictions resulting from the Chief Medical Officer of Health's Orders for Continuing Care, and the provincial public health restrictions for the community as a whole, The Foundation continued to strive for excellence in quality of care and living.

Even under the most challenging circumstances, The Foundation's response to the COVID-19 pandemic was guided by and a reflection of our core Values.

## Leadership and Advocacy

Key areas of focus where The Foundation demonstrated early leadership and advocacy during the COVID-19 pandemic include:

*Advocacy and early adoption of a single site employment policy for continuing care workers to limit the spread of COVID-19 across high risk health care and seniors' care environments*

*Establishing COVID Care Isolation Units informed by evidence-based best practices in infection prevention and control to effectively isolate and care for affected residents*

*Priority vaccination for continuing care residents and staff and provincially leading rates of vaccination in our residents and staff*

## People First: People are always at the centre of everything we do!

While we focused on the enhanced health and safety measures, we continued to be guided by our core value 'People First.' People are always at the centre of everything we do!

*"I would like to thank you for the hard work and consistency in your approach in carrying out BSF's mission of putting people first through the last 11 months. All your decisions and actions point to that end. It has been a difficult time for you all. You have managed with excellence throughout."*

## Arrival of the Vaccine: The hope we have been waiting for...

In December 2020, the arrival of the COVID-19 vaccine in Canada provided the highly anticipated 'Shot of Hope' we had been waiting for. Continuing care workers were rightfully prioritized among the very first healthcare workers to be eligible for vaccination commencing in December, ending the year with renewed optimism for the year ahead.

On January 1, 2021, The Foundation could think of no better way to ring in the New Year than by commencing to vaccinate our residents at Bow View Manor and Clifton Manor. Vaccination clinics for residents at Cambridge, Tudor and Wentworth Manor commenced in the following weeks.

The Foundation is proud to have achieved among the highest rates of vaccination in residents and staff in continuing care and health care from across the province.

As of the end of March, 2021, all five Foundation sites had successfully achieved vaccination rates of at least 95% or higher in residents with their first dose, and 90% or higher with their second dose. Although staff vaccination processes were affected by limiting factors in the early stages of the province's vaccine roll-out, staff first dose rates at all Foundation sites ranged from 71-94% and second dose rates ranged from 65-80% by the end of March (and continued to climb as supply increased).



*"I got vaccinated to have peace of mind knowing that I am keeping not just myself safe but everyone around me - my family, my colleagues and especially our residents."*

*- Maricar C., LPN, Bow View Manor*

## Goal 2:

# Increase resident, family and community engagement

## Finding Creative Ways to Connect: Tudor Manor and Holy Trinity Academy

While the pandemic restrictions have impacted our ability to provide in-person intergenerational programs, that hasn't stopped the Holy Trinity Academy students from finding creative ways to maintain their connection with our residents.

The school invited residents to share words of wisdom with the students and every day in February a resident quote was read over the school's P.A. system showcasing the love and care that residents have for the students and how seniors can still give back in meaningful ways. In March and April, our residents shared their favourite songs and each day one of their songs was played over the P.A. system, introducing some songs the students may have never heard before.

The creativity did not stop there! The Industrial Arts class heard that Tudor Manor was in need of new birdhouses, so the students worked hard to build over 20 birdhouses (pictured) for our courtyards. Our Just Gents men's club were so excited to receive this gift and got busy sanding and painting as soon as they arrived.

While students and residents continue to have virtual visits over Zoom to reminisce and ask each other questions, one thing is certain. The distance is not affecting the amazing impact of this program and the special bonds being formed. Thank you Holy Trinity Academy for caring about seniors in your community!



## Staying Connected: Bow View Manor's Virtual Adult Day Program

Dear Covid,

You came unexpectedly, you were the unseen force that robbed us of what used to be our normal, you denied us of our comforting hugs and kisses, our morning talks over coffee, our warm shared meals and happy days spent with friends (unmasked). You see, these are our precious moments that we look forward to in our senior years, but you took it away. You made human touch and close contact outside our bubble unacceptable, you left us confined in our homes with nothing to do and with very little interaction with the rest of the world.

But guess what? We have people that will go above and beyond to give us a sense of normalcy. Together we will show you how resilient we can be. We will adapt to this so-called "new normal." We know it is going to be very challenging, imagine learning zoom at 85? Or trying hard to comprehend and respond to social phone calls when our hearing aides are running low on battery.

However, our determination to survive and to "feel alive" prevails! Despite this isolation we will do our best to reach out to each other and stay connected. We will triumph over you Covid! We know you are tough, but rest assured we will be tougher!

Sincerely,

~ Bow View Adult Day Program clients

***"We are so grateful for the support and care of the Bow View Adult Day Program (ADP) of The Brenda Strafford Foundation. Since navigating the start of the pandemic on our own, the regular connection, exercise, and check-in's via the ADP team have been a very welcome addition to our family. Now our family member is doing weekly exercise and has become comfortable meeting and conversing over computer video. We are very grateful to all of the caring staff and other participants. Thank you."***



### Alberta Continuing Care Association's Care Provider of the Year 2020 "COVID HEROES"

Sarah Allen is a Recreation Therapy Aide from the Bow View Adult Day Program (ADP). Due to COVID-19, all ADP were mandated to close. Sarah returned to Bow View Manor in July, and quickly put a plan in place to engage all 120+ clients from a distance.

Sarah developed our "Staying Connected" program which includes daily virtual activities such as seated exercise, virtual tours, musical entertainment, interactive word games, reminiscing, and art programs! She also completes countless phone calls and sends out activity packages to make sure our clients without computers can stay connected as well. There was a noticeable improvement in the well-being of clients once "Staying Connected" began, stating their world is "a little more normal" and "a little less lonely."

Congratulations to Sarah (pictured right) for being a deserving recipient of the ACCA COVID HEROES award.

Special mention also to Stacy Liu, RN at Bow View Manor (pictured left), for being recognized as a finalist for the ACCA COVID HEROES award.



## Goal 3:

# Develop and support our people and teams

## Partners in Injury Reduction Success

The Brenda Stafford Foundation is committed to the health and safety of all our employees. We demonstrate this commitment by ensuring that we are meeting not only legislative requirements, but also through our participation in the Partners in Injury Reduction (PIR) program.

Partnerships in Injury Reduction is a voluntary program in which employer and worker representatives work collaboratively with government to build effective health and safety management systems. The Partnerships in Injury Reduction program awards Certificates of Recognition (CORs) to employers that have developed a health and safety management system and met established standards.

In December 2020, the Continuing Care Safety Association concluded The Foundation's external PIR audit. The Foundation passed this audit with a score of 90% and received our 3-year Certificate of Recognition.

### **The Foundation received a perfect 100% score on the following elements:**

- Management, Leadership and Organizational Commitment
- Qualifications, Orientation and Training
- Emergency Response

The Foundation's PIR Committee is committed to implementing all of the audit recommendations, and continuing to work with our interdisciplinary management teams and all employees to strengthen our Occupational Health and Safety Program to benefit our people and teams.

## Valuing Diversity and Supporting Equity and Inclusion

The Brenda Strafford Foundation values diversity and has embraced a culture of equity and inclusion throughout our organization for over 45 years. Guided by our philosophy: *'The preservation of dignity and the pursuit of happiness,'* we believe that everyone has the right to live with dignity and respect. We support equality and social justice for all.

Recent events have shone a bright and appropriate light on the continued scourge of racism in our communities and institutions. The Brenda Strafford Foundation stands in solidarity with those advocating for changes that advance the clear and urgent need for enhanced social justice and equity, and the end of systemic racism. No matter how apparent or subtle, society will not realize its full potential when racism continues to exist.

To move beyond just words expressing our support, and to better understand this matter within our own organization, The Foundation has convened a Working Group to review how we can better support diversity, equity and inclusion, and to recommend what additional actions we should be taking.

We all have a role to play in supporting diversity, equity and inclusion both within our organization, and within the community. We encourage our employees, residents, families, and all those associated with The Foundation, to actively challenge ourselves to continue to better understand, respect and support the unique needs, perspectives and strengths of each other, and of those we serve.

The Foundation is proud to serve those in need of care and support – from all ages, all ethnicities and races, and all walks of life – with dignity, respect and compassion. We are also proud to celebrate our workforce that is full of diverse backgrounds and perspectives. We believe our organization is successful as a result of diversity and inclusion for the betterment of our programs and services, and the community at large.

## Employee Education Reimbursement Fund

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

In 2020-21, \$42,600.00 was awarded to 17 recipients throughout The Foundation to support our employees continued growth and development as they work towards their career aspirations.



Eva Tabon, HCA, Tudor Manor receiving an Employee Education Recipient Fund Award to support her goal to become a Licensed Practical Nurse

## Goal 4:

# Diversify and expand services to better meet changing community needs

## Commissioning Cambridge Manor

July 15, 2020 was another proud milestone for The Brenda Strafford Foundation, as we opened our doors to welcome the first residents at Cambridge Manor – The Foundation’s newest site at University District, NW Calgary. As opening plans changed to a phased approach in response to the pandemic, Cambridge Manor first opened in July with publicly-funded Long Term Care services in partnership with Alberta Health Services. Then in September 2020, The Foundation commenced offering private Independent, Assisted Living and Long Term Care at Cambridge Manor.

Future plans include the launch of a purpose-built, state-of-the-art Long Term Care neighbourhood (known as the ‘Continuing Care Unit of the Future’) dedicated to advancing research and innovation in seniors care and wellness.

Cambridge Manor will also soon be home to the University of Calgary’s Brenda Strafford Centre on Aging, supporting the centre’s mandate to enhance the health of seniors and better inform public policy through coordinated research, teaching and learning, and community outreach efforts. These initiatives at Cambridge Manor will further serve The Foundation’s connection to research and education at the neighbouring University of Calgary, and other partnerships to drive research and innovation in seniors care.

Cambridge Manor is connected by a plus-30 walkway to Maple – an independent seniors’ living condominium by Truman. Residents of Maple will have access to amenities at Cambridge Manor, plus an array of in-suite services, to be supported to maintain their independence as they age well in place at University District.

*“Four months ago, we arrived at Cambridge with my mother. I was so worried. At intake, I got the feeling, we were going to be OK in time. Yesterday, we had a Zoom meeting with the care team to discuss my mother’s well being and progress. All the staff presented insightful information about my mother’s condition and care plan. My heart was overwhelmed with love and gratitude. It gave me great comfort that our decision to put my mother in assisted living at Cambridge Manor was the best choice for her well-being and our peace of mind.”*



## Constructing Clifton House

As construction of the new Clifton House progresses, the vision for this new aging-in-place community continues to take shape. Upon completion of the new Clifton House, scheduled to open in the spring of 2022, residents of the existing Clifton Manor will relocate to their brand new home across the street.



As part of the design and construction process, residents, families and staff were invited to view a tour of a 'mock-up suite' specifically created to obtain stakeholder feedback on the design of a resident room at Clifton House. Through this engagement process, changes were made to the design as a result of end-user input including blinds, height of light switches, placement of call bells and toilet types.



The new Clifton House site will offer Supportive Living and Long Term Care services to better support residents to 'age in place' as their care needs may change in time. Clifton House will also become the new home for Clifton Manor's KINDD Program supporting residents with a developmental disability living in continuing care. The Adult Day Program, providing respite and support to clients living in the community, will also relocate to the new Clifton House.

Long-range plans proposed for the 'Clifton Village' concept include the eventual redevelopment of the existing Clifton Manor site to include affordable housing for independent seniors, a vibrant seniors centre to support people staying in their homes in the community, a high school classroom dedicated to intergenerational programming, and a children's day care to enhance a lively and inclusive environment for all ages.



## Goal 5:

# Enhance innovation through research, best practices and investments in technology and infrastructure

## Alberta Continuing Care Association - Innovator of The Year 2020

The Brenda Strafford Foundation was proud to be named 'Innovator of the Year' for a second time, as we previously received this prestigious industry recognition in 2018. This is a testament to The Foundation's ongoing commitment to research and innovation in seniors' care, as we strive to constantly improve and innovate our approaches to care and services not only within our sites, but also within the communities where we operate, and beyond.

The Foundation's commitment to research and innovation that drives continuous quality improvement is evidenced by our several industry-leading clinical practices such as our COVID-19 response including establishing Isolation Units, as well as our ongoing clinical programs. This recognition also celebrates programs such as our BSF 'Rhythms of Life' Drum Circles, 'The BSF Way,' and 'Pursuit of a Lifetime' initiatives that all help to improve resident quality of life.

## Active research projects in 2020-21

Despite the restrictions of the COVID-19 pandemic halting many research initiatives, BSF continued to engage with researchers and participate in various research project including:

- BSF Way Evaluation (Dr. Annette Lane)
- Older Adults and Frailty: Exploring the Psychosocial and Health Impacts of the COVID-19 Pandemic (Dr. David Nicholas)
- COVCARES AB/BC: COVID-19 and Caregivers of Assisted Living Residents (Dr. Colleen Maxwell)
- Quality of Life in Times of COVID-19 (Dr. Matthias Hobben)
- Support Mental Health and Prevent Moral Injury Among Long Term Care Workers (Dr. Bonnie Lashewicz)

### Spotlight on Research: Supporting Long Term Care Workers During a Pandemic

The Brenda Strafford Foundation participated in a study led by Bonnie Lashewicz, PhD, an associate professor in the Cumming School of Medicine at the University of Calgary, that aims to understand and support the unique mental health needs long-term care workers are facing due to the COVID-19 crisis.

“Workers in these facilities — including hairdressers, janitors, food service workers — are doing their jobs with the knowledge that frail people are isolated in their rooms unable to even come out for a meal,” she says.

“They are having to police end-of-life visits where family members are only able to touch their loved one through gloved hands — the toll this takes on mental health and well-being cannot be overstated.”

Lashewicz is working with five homes in Calgary, Edmonton and Okotoks to create and disseminate a mental health support toolkit tailored to long-term care workers in pandemic conditions.

**“Everyone I’ve ever met that works in these facilities is dedicated to high-quality care and these extenuating times are an opportunity to deepen understanding of this critically important care work and provide greater support and new tools.”**

Bonnie Lashewicz, PhD

### Spotlight on Innovation: MindfulGarden

The MindfulGarden platform is designed to de-escalate anxiety and aggression associated with chronic disease in institutional care settings. Built on a videogame engine, and powered by the individual’s own agitated voice and gestures, MindfulGarden comes alive on-screen with engaging computer-generated imagery that progressively calms disruptive behaviours, eliminating or reducing reliance on drugs and restraints. Find out more at: [mindfulgarden.com](http://mindfulgarden.com)

The Brenda Strafford Foundation implemented MindfulGarden at Bow View, Clifton, Tudor and Wentworth Manors with funds received from the Centre for Aging and Brain Health Innovation to trial the technology.



**MindfulGarden**

## Goal 6:

# Optimize financial resource stewardship

## Donor Impact: Pursuit of a Lifetime

In 2020, BSF was proud to launch 'Pursuit of a Lifetime,' an initiative designed to inspire our residents to continue dreaming and pursuing their passions and goals.

Pursuit of the Lifetime is supported by generous donations to The Brenda Strafford Foundation that make it possible to grant special and unique wishes to our residents. The Pursuit of a Lifetime Selection Committee is made up of staff, residents and family members who review submissions and help make wishes come true.

The impact of COVID-19 has meant that we have had to adapt this program to work within the current pandemic environment. But with some creativity and imagination, we have still been able to realize the benefits of the Pursuit of a Lifetime program which are even more important during these challenging times!

In November and December, 2020, BSF was excited to make our first round of wishes come true! Here are just a few highlights of some of the wishes, big and small, granted to residents last year:

- An accordion
- Oil painting lessons
- Piano lessons
- Subscription to a health magazine
- Spa day
- Skin care and beauty accessories
- Favourite take-out meals including chicken wings and steak lunch from The Keg
- Music and audiobooks
- Numerous iPads for connecting with family, playing games, following news and sports, and more...

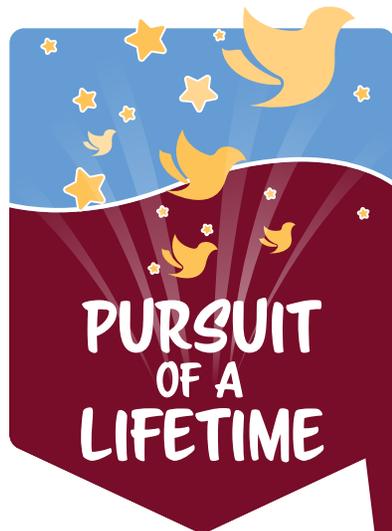
One very special and sentimental wish was made possible through the Pursuit of Lifetime program to support the reunion of a husband and wife. A resident's husband was supported to reside at the Manor, instead of in a hospice, to receive care and be with his wife during the final weeks of his end-of-life journey.

We look forward to continuing this program in 2021, and seeing the impact of more ambitious and creative pursuits as more activities and opportunities become available to our residents with COVID-19 restrictions being lifted in the community, and especially within continuing care.



## Donor Impact: COVID-19 Employee Recognition Holiday Appeal

Thank you to our partners at Clark Builders and Remedy'sRx for their generous donations to The Brenda Strafford Foundation's COVID-19 Employee Recognition Holiday Appeal. The funds supported our many recognition and appreciation activities designed to celebrate our dedicated and hardworking staff over the holiday season during the COVID-19 pandemic.



### Do you have a special wish? A dream or a goal that you have always wanted to do or pursue?

The Pursuit of a Lifetime program is designed to inspire residents throughout The Brenda Strafford Foundation to live life to the fullest, and to continue dreaming and pursuing their passions.

#### How to Apply

Wishes can be submitted online at theBSF.ca or by paper copy (found at reception). Any resident can apply, and we encourage anyone to submit an application on behalf of a deserving resident. Applications can be submitted all year round.



Use technology to connect with loved ones

#### How to Support Pursuit of a Lifetime

Generous donors to The Brenda Strafford Foundation have provided funding to grant wishes to our residents. For information on how you can donate to support this program, please visit thebsf.ca



Pamper yourself in a spa day

#### Fulfillment of Wishes

The Pursuit of a Lifetime Selection Committee will review all applications on an as required basis, and help to make wishes come true. All applicants will be notified directly of the outcome once their wish has been reviewed.



Enjoy an evening of fine dining

# Research at the University of Calgary

## The Brenda Strafford Centre on Aging



As the COVID-19 pandemic took hold of our world in the early months of 2020, we quickly saw its deadly impact on residents of long-term care and retirement homes. During the first wave of the pandemic, in Canada nearly 80% of all reported COVID-19 deaths were in these settings. While the operators and staff of these facilities worked hard to protect residents from the virus, we also became aware of the distressing impact on their quality of life brought on by the changes in the care provided and the separation from family and other loved ones due to lockdown measures that stayed in place for weeks to months at a time.

As the risk of spread began to level off, the Brenda Strafford Centre on Aging contributed to the movement addressing these complicated and at times competing challenges.

In July 2020, we hosted a virtual event built around using technology to deal with COVID-19 related issues identified by those working in long-term care. The focus was on their efforts

to balance keeping residents safe from infection while also remaining engaged with their families and other pleasurable aspects of life.

We delivered an online reverse trade show called “Rapid Solutions for COVID-19 in Continuing Care.” The event was created with colleagues from The Brenda Strafford Foundation, W21C and the O’Brien Institute for Public Health, the Biomedical Engineering department of the University of Calgary, and the Glenrose Rehabilitation Hospital in Edmonton. During the event, representatives of several Alberta-based long-term care facilities described problems that arose during the pandemic that could be amenable to a technology-based solution. We attempted to link them with people working in the high tech industry or doing relevant research. This event attracted 200 innovators, researchers, health care providers, and other stakeholders, leading to several promising connections.

Later in 2020, we were invited by the University’s O’Brien Institute for Public Health to host a webinar dedicated to the impact of COVID-19 on long-term care.

In November we hosted “Infection Control vs. Isolation – Striking a Balance for Long-Term Care Residents During COVID-19”. This virtual event featured keynote addresses offered by infectious disease expert Dr. Craig Jenne and dementia advocate and family member Lisa Poole. Responding panellists included representatives from the Alberta Continuing Care Association and Alberta Health Services. Over 280 people joined us, and a recording of the session is available on the O’Brien Institute for Public Health website: [obrieniph.ucalgary.ca](http://obrieniph.ucalgary.ca)

We continue to support several University of Calgary research projects that aim to improve the lives of residents, families, and workers in the long-term care setting, while also striving to make things better for people who are aging in their communities.

We look forward to facilitating closer connections between our talented University of Calgary faculty and students with The Brenda Strafford Foundation as we move into our new offices in Cambridge Manor later this year.

## The Brenda Strafford Foundation Chair in Geriatric Medicine



**Established: 1987**

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

### Current Research Grants:

Nov 2020. Goodarzi Z (nPA), Holroyd-Leduc JM (co-PI), et al. Development and implementation of a clinical care pathway for frail older adults in LTC. \$150,000. CIHR/CFHI/CPSI.

June 2020. Goodarzi ZS (nPA), Watt JA (co-PI), Holroyd-Leduc J (co-PI), et al. Depression in community residing elders (DIRE): A rapid review and network meta-analysis of depression telemedicine treatments for older adults living in the community. \$50,000, CIHR COVID-19 Research Grant.

Jan 2019. Holroyd-Leduc JM (nPA), Hair H (Operational Lead), et al. Improving acute care for long-term care residents. \$1,250,300, AIHS PRIHS Grant.

### Improving Acute Care for Long-Term Care Residents

The Brenda Strafford Foundation Chair in Geriatric Medicine, Dr. Jayna Holroyd-Leduc, is undertaking research in continuing care, including the new 'Living Laboratory' in Calgary's Cambridge Manor. Through funding from a Partnership for Research and Innovation in the Health System grant, she and her team are working with Calgary-based long-term care (LTC) facilities to detect acute changes in residents' conditions sooner and then ensuring the right care is provided in the right location. This project provided a much-needed framework for managing resident care needs during COVID-19 continuing care outbreaks across the province.

### Improving palliative care for frail older adults in long-term care

On Dec. 4, Patty Hajdu, Minister of Health, and Deb Schulte, Minister of Seniors, announced more than \$1.8 million in funding for 14 cross-Canada research projects which will strengthen pandemic preparedness in these facilities.

A team led by Dr. Zahra Goodarzi and Dr. Jayna Holroyd-Leduc, both members of the O'Brien Institute for Public Health and the Hotchkiss Brain Institute (HBI) at the Cumming School of Medicine (CSM), working to improve palliative care for vulnerable older adults were among the successful recipients.

Goodarzi is working with a diverse team of researchers, health-care providers and other stakeholders to develop a protocol for older adults in long-term care living in a state of frailty (an underdiagnosed aging-related syndrome

of physiological decline), which will help staff recognize the syndrome and initiate early palliative care when necessary.

This work is in collaboration with long-term care facilities operated by The Brenda Strafford Foundation and AgeCare, and is supported by The Brenda Strafford Centre on Aging. It builds on earlier research funded by the UCalgary Brenda Strafford Foundation Chair in Geriatric Medicine and the Canadian Frailty Network.

The aim is for residents experiencing frailty to receive high-quality, end-of-life care within their long-term care facility, which is their home, and avoid unnecessary transfer to hospital.

The COVID-19 pandemic has drawn attention to the many barriers to providing palliative care to frail residents of long-term care, Goodarzi says. Frailty is under-diagnosed in long-term care due to the often-unpredictable ways in which it presents and progresses. Limited palliative care knowledge and skills among staff, excessive workloads, and barriers within the continuing care environment are also a challenge.

***"The pandemic has pushed to the ongoing issues in senior care into the public eye," says Goodarzi. "This is an important opportunity for meaningful change."***

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



**Established: 1997**

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

**How aerobic exercise helps us keep our wits about us as we age: UCalgary study shows it's never too late to see the brain benefits from regular exercise**

**Author: Brittany DeAngelis, O'Brien Institute for Public Health**

There's no such thing as a panacea when it comes to maintaining brain health as we age, but exercise might come close according to a study published in the May 13, 2020, online issue of *Neurology*, the medical journal of the American Academy of Neurology. The study suggests older adults, even couch potatoes, can

perform certain thinking and memory tests at the same level as someone four to six years their junior after just six months of aerobic exercise.

"Our study showed that six months' worth of vigorous exercise may pump blood to regions of the brain that specifically improve your verbal skills as well as memory and mental sharpness," says Marc Poulin, PhD, who is a member of the O'Brien Institute for Public Health, and a professor with the Cumming School of Medicine (CSM) departments of Physiology and Pharmacology, and Clinical Neurosciences, as well as the Faculty of Kinesiology at the University of Calgary.

"Since cognitive abilities would be expected to decrease due to normal aging, to have these types of changes is exciting."

Participants in Poulin's Brain in Motion study were people from the Calgary area, generally healthy but not very active, between 50 and 83 years old with no cognitive complaints. They were given thinking and memory tests at the start of the study, as well as an ultrasound to measure blood flow in the brain. Physical testing was repeated at three months, and thinking and physical testing repeated at the end of the six months.

At the beginning, and again at the end of the program, the participants' average peak blood flow to the brain

was measured using ultrasound. On average, blood flow increased by 2.8 per cent over the six months. The increase in blood flow was associated with a number of modest but significant improvements in aspects of thinking that usually decline as we age.

Verbal fluency, which tests how well you can retrieve information, increased by 2.4%, equivalent to being five years younger. Participants' recall of words from a list improved by 2.6%, equivalent to being four years younger, while an evaluation of executive functioning, which examines more complex aspects of reasoning, showed an increase of 5.7%, performing like adults almost six years younger.

The program consisted of a supervised aerobic exercise program held three days a week. As participants progressed through, they increased their workout from an average of 20 minutes a day to an average of at least 40 minutes. In addition, people were asked to work out on their own once a week.

### **Preparing for an aging population**

Canadians are getting older. According to projections by the Federal government, by 2030 one in four Canadians will be over the age of 65.

As this population grows, an increasing number of Canadians will be at risk for diseases of the brain such as Alzheimer's and other dementias, says Dr. Veronica Guadagni, PhD, a postdoctoral associate in the Department of Physiology and Pharmacology, and study author.

***"Exercise has been shown to be the only effective treatment to slow down or prevent the progression of dementia," says Guadagni. "If you want an effective, low-cost and very safe strategy that people can implement to improve their life and prevent or slow down cognitive decline, this is it."***

Next, Poulin and his team plan to work with community and government partners to implement physical activity strategies into the community.

"We see potential for impact on aging brain care in general, and also on the dementia care pathway," he says.

The Brain in Motion study was supported by the Canadian Institutes of Health Research, The Brenda Strafford Foundation Chair in Alzheimer Research, and the Alzheimer Society Research Program (ASRP) Postdoctoral Fellowship.

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



**Established: 2007**

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

### **SHIFT: The Project to End Domestic Violence**

This has been a year like no other. We find ourselves facing the challenges of an ongoing global pandemic and the exacerbation of long-standing inequities in our social, health, and economic systems. We have seen the pandemic's disproportionate impacts on women, people living in poverty, racialized people, and the elderly.

COVID-19 and the pandemic response measures such as social distancing and self isolation have contributed to significant increases in adult relationship conflict and gender-based violence in Alberta and around the world. All of this is challenging our sector's ability to implement prevention approaches – yet they are more critical now than ever.

To continue to advance primary prevention efforts in this new context, SHIFT is leading, collaborating and supporting a number of initiatives and projects that aim to understand the impact of COVID-19 on domestic and sexual violence and to identify and mobilize effective approaches to prevent and respond.

Shift's COVID-specific projects include:

- Real-time data analysis and media monitoring.
- Virtual care intervention design.
- Artificial intelligence mapping and predictive tool.
- Primary prevention coordinated response.

### **Shift makes key recommendations to the Government of Canada on how to mobilize more men and boys in preventing gender-based violence and advancing gender equality**

On November 25, 2020, key leaders across Canada received a call to action from the federal government. The Honourable Maryam Monsef, Canada's Minister for Women and Gender Equality and Rural Economic Development, reached out with a two-pronged question: First, what actions should the government take to address gender-based violence? And second, how can the government support the work?

In response to the call, Dr. Caroline Claussen and Lana prepared a report outlining four evidence-informed goals and several concrete, practical steps the government should take to mobilize more men and boys in preventing gender-based violence and advancing gender equality in Canada. The report's main recommendation is that Canada should develop a sustainable funding model that supports innovative ways to

get more men and boys involved in the anti-violence movement. The goals described in the report are designed as a foundation on which the federal government can build its national action plan to end gender-based violence.

Access the full report at:  
[www.preventdomesticviolence.ca](http://www.preventdomesticviolence.ca)

# Local Charitable Programs



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

### By The Numbers 2020-21:

- 181 virtual and in-person programs.
- 193 adults and children moved in to the centre.
- 88% of residents moved in with children.
- 64% of residents identify as BIPOC.
- 122 active volunteers during the pandemic.
- 1500 hours of volunteer time donated over the year.

### Our journey through the COVID-19 pandemic

In 2020 we were called upon to respond in unprecedented ways. As an essential service, we did not have the option to close our doors. The work of serving the women and children impacted by family violence became even more important in the face of overwhelming uncertainty, anxiety, and fear. Many of the pandemic impacts mirrored the experience of living in an abusive relationship and were a frightening reminder to our resident families of their lives before finding a place of safety with BSC. When challenges arose we:

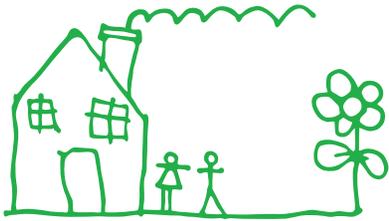
- Learned new technologies – Teams, Zoom, Skype, Monday, Google Meets and more
- Became experts at the art of creating a sense of belonging while remaining six feet apart
- Mastered the art of juggling ever-changing public health restrictions
- Created an in-house classroom so that children at BSC could participate in online school
- Designed an in-house food pantry
- Built an in-house resident computer lab

### Child Development Centre

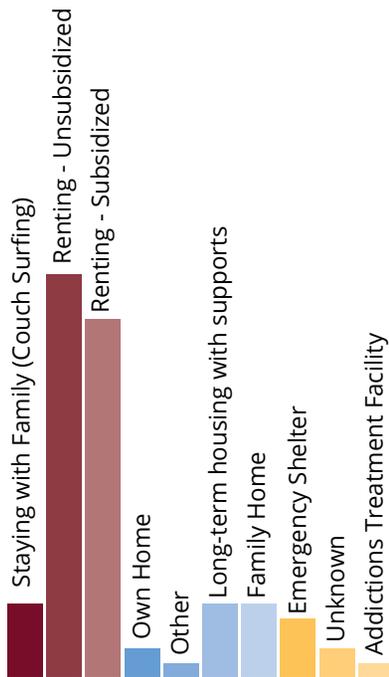
- Over 40 children accessed our Child Development Centre (CDC) programming in 2020-21. The CDC is staffed and built around highly compassionate and dedicated child care workers. Children grow physically, socially, intellectually, emotionally, and spiritually - and the CDC strives to provide a stimulating, encouraging and challenging environment.
- Over half of the children supported identify as BIPOC.
- 90 children between the ages of 0-5 live in the Centre.
- Almost 1,500 visits to the CDC.
- Over 2,800 hours of programming provided.

*“My story was a fairytale. I wanted a family, I had a girl and a boy. Sadly, things changed. And then the violence started. So I had to get my children out of it. I moved out of our place with my two kids. My youngest was only six months, and my other child was only two years old. I settled into the Brenda Strafford Centre. As a single mom, my entire journey changed from full-time mom to having to find work to support my little family. I had to provide and put a roof over my kids’ heads.*

*When I came to the Centre, I felt blessed because I was so supported. When I came to the Centre, I was able to study online to become a Community Support Worker. The organization also has connections with some community centres, so when I went to a few of them for gatherings and events, I saw that one of them was hiring. I began networking and interning at one. After being there one month, they hired me full-time! They are even helping me continue my education.”*



# CHILDREN'S COTTAGE SOCIETY



## Brenda's House

In 2020, Brenda's House supported 90 families and 152 children. The Calgary shelter provides safe and personalized care to families who are without a home, and offers support and resources to help them quickly relocate into their own housing. Brenda's House, established in 2009 and operated by the Children's Cottage Society (CCS), does this important work in partnership with The Brenda Strafford Foundation, who generously makes this 14-room shelter available to those in need.

While Brenda's House always seeks to help families move quickly into their own homes, the pandemic created an opportunity for the team to do this work in an even more streamlined fashion. COVID-19 funding from the Government of Alberta helped staff address gaps that families faced as they secured housing. The funding helped them quickly pay damage deposits, first month's rent or purchase furniture. Once families were housed, CCS continued to work with them until long-term support was in place.

The staff and families staying at Brenda's House quickly adapted to COVID-19 restrictions, using Personal Protective Equipment, recording temperatures and maintaining social distancing.

In 2020, the average length of stay for a family at Brenda's House was 33 days. The shortest stay for a family that exited into housing was 5 days. This is down dramatically from 2019 when the average length of stay was 87 days.

This chart shows that most families leaving Brenda's House were placed in homes that are right for them.

Brenda's House staff, with the help of The Brenda Strafford Foundation, Government of Alberta, volunteers and donors, were instrumental in assisting people like Joanne and her two children in 2020.

Joanne had a private room to herself and her children, which helped her feel that she was keeping her family safe during a time of homelessness. Joanne's primary goal was to find a home, and staff supported her as she attended house viewings and assessed her income to make sure that wherever she moved, it would be affordable. With the help of the Government of Alberta's COVID-19 Prevention and Diversion funding, she was able to put down a damage deposit and first month's rent. Brenda's House provided staff to listen to Joanne's concerns, and to help her solve problems and achieve her goals. She also received parenting support and gained an understanding of child development needs. Finally, she was provided with an important connection to cultural support during her stay.

The Children's Cottage Society is very grateful to serve families like Joanne's at Brenda's House. Those CCS serves are grateful as well.

One family said it best:

*"My family would like to thank the Brenda's House staff for the support, hospitality and patience. I hope The Brenda Strafford Foundation stays strong and thrives through this pandemic and the legacy of Brenda lives long."*

# International Charitable Programs



## Haiti

### Key Highlights 2020-21:

The continued daily presence of hundreds of people seeking services at The Institut, despite the challenges in Haiti caused by COVID-19, political unrest, rising insecurity, and cost of living, reinforced the value of the specialized services provided by the dedicated team at The Institut. Applying The Foundation's philosophy and values, The Institut continued its commitment to serving those in need with dignified, high-quality care.

One of The Institut's biggest achievements this year was the opening of the new Pre-consultation and Patient Education Area. A longstanding need for increased space at The Institut became even more important in the face of the COVID-19 pandemic. The support of The Brenda Strafford Foundation, Sogebank (Haiti), the Rotary Club of Les Cayes (Haiti), as well as individual donors in Canada, USA, and Haiti enabled this project to come to fruition. This new space has dramatically improved the patient and staff experience, providing a dignified environment in which care can be provided.

After decades of trying to further contribute to physician training in Haiti, in January 2021, The Institut welcomed its first ophthalmology resident from Haiti's national residency program. Each of the six, 2nd-year ophthalmology residents in the country will spend two months at The Institut, further developing their clinical and surgical skills. This effort is supported by Focus Inc. (USA) and Wills Eye Center for Academic Global Ophthalmology (USA), the latter who provided a three-part training for our physicians to ensure an effective experience for each resident.

### Key Challenges 2020-21:

- A COVID-19 three-month lockdown, continued political unrest, rising insecurity (kidnappings) and cost of living (annual inflation around 20%), make the high-quality, affordable services provided by The Institut even more important.

### Key Focuses for 2021-22:

- Continue work to improve the lives of people in Haiti through dignified, specialized health care.
- Upcoming capital improvement projects include Outpatient clinic roof replacement, electrical upgrades, new vehicle, and new medical equipment.
- Develop IBS strategic plan for 2022-2025.

### By The Numbers 2020-21:

- 45,065 consultations.
- 1,874 surgical procedures.
- 158 students (nursing, medical, administration).
- 11 internal medical conferences.
- 96% (437 of 450 patients surveyed) were overall satisfied with services.

# Section Title



*"It was an amazing experience for all of us. I traveled as a patient advocate with a patient and his family seeking surgery for severe glaucoma. (And honestly, maybe I didn't have to).*

*The doctors are knowledgeable, explained everything to the patient and family, asked and welcomed questions. Because I didn't know what was available in Haiti I had been talking to doctors in the States and not only was the doctor not upset, he explained what and why the doctors said what they did (2 surgery options) and then said why he decided on one surgery over the other. The doctor then scheduled a meeting the morning after surgery to check on the patient and allow the family to ask questions about aftercare and follow up. So, so impressive and really encouraging.*

*We did call ahead and traveled from Gonaives so our care was a bit fast tracked since they knew we were coming but I watched how doctors, nurses and staff were treating people and was very impressed. It was encouraging to see people being treated as people with feelings and hearing doctors ask and answer questions. The family I was with noticed and mentioned multiple times how kind the staff were to all the patients waiting.*

*The guesthouse is basic but comfortable and clean with power 24 hrs. Meals are good and the women running the kitchen even allowed the patient's wife to make tea and soup on surgery day. They went beyond what was expected and genuinely cared. We all felt at home. The patient was allowed to recover in the guesthouse instead of the hospital for his own comfort and a nurse checked on him a couple times during the evening.*

*They clearly care about patient comfort and went out of their way to help."*

# International Charitable Programs



## Jamaica

### Impact of COVID-19 at the Village of Hope Hospice

Long-term care in Jamaica is not a formalised or prioritised component of the Ministry of Health and Wellness. At BSF Village of Hope Hospice we care for persons with chronic or terminal illness in need of full time, Palliative or End of Life Care. At present we are happy we have no reported COVID-19 cases or related deaths among our patients or staff members and their families.

COVID-19 has allowed us to make many changes at Village of Hope Hospice. For example, we now have to document all our cleaning schedules and keep those documents for inspection by the Public Health Department. We have to install

extra hand wash sinks and we can no longer allow visits to the Hospice. The constant checking of temperatures, wearing of face masks, washing and sanitizing of hands, documenting cleaning schedules among others has now become part of our daily lives. It has taught us to be more consistent with universal precautions and how to keep our patients and ourselves and our family members much safer.

We were and still are fearful of COVID-19 and the fear grew louder with our staff who relied on public transportation. We were also fearful of catching the virus as the discrimination we have seen and heard about reminds us of the 1990's when people were discriminated against because they have the HIV/AIDS virus.

During the lockdown's curfew hours some of our staff have difficulties travelling to and from work. Some staff stayed on the property during the curfews, while the others would get a letter verifying their reason for an essential commute if they had a direct drive.

During this period, many businesses were closed, while others having insufficient staff and some working from home made doing business more difficult. Getting things done here was and is still challenging. We have seen price increases on everything—electricity, latex gloves, face mask, food items to name a few.

The COVID-19 pandemic has also affected us greatly as donations,

both monetary and in-kind, declined on lockdown. No face-to-face functions including training of staff could be done. Our patients were greatly affected also as they could no longer attend clinic appointments and could only go to Hospital if it was an emergency, in addition to no visiting from family members or volunteers. Social distancing has taken over and we also have had to scale down on our recreation activities due to social distancing.

We are all hoping to be fully vaccinated soon, and for the pandemic to be over soon so we can resume living our lives again.



## Dominica

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 Brenda Strafford Foundation enhance access to important health promotion and disease prevention services.



# Board Committee Reports

## 2020 Board of Directors

**Clayton Sissons** BA, LLB (Chair)

**Gary Duke** C.Tech

**Wayne Giles** PhD

**David Hogan** MD

**Norma Jackson** RN, BN

**Noreen Linton**

**E. Joan McGregor**

**Hilary McMeekin**

**Sandy McMeekin**

**Fazilah Shariff** MSW, MHA

**Roxanne Sissons** RN, BN

**Tim Stauff** PEng, MBA

**Joel Vorra** CPA, CA

## Finance Committee

### Committee Members:

**Clayton Sissons** (Chair)

**Gary Duke**

**Wayne Giles**

**Joel Vorra**

### Support:

**Mike Conroy,**  
President & CEO

**Karyn Golem,**  
Chief Financial Officer

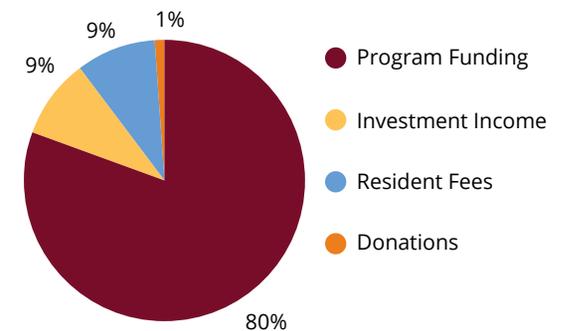
### Purpose:

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

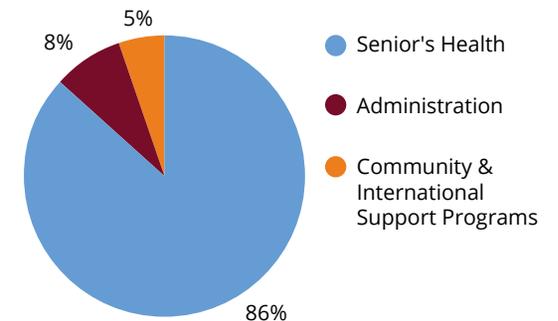
### 2020-21 Highlights:

- Supporting The Foundation through financial realities of the COVID-19 Pandemic.
- Securing financing for Clifton House targeted for opening in April 2022.
- Managing the investment portfolio through turbulent markets and optimizing short and long-term cash positions and investment returns.
- Continued identification and monitoring of The Foundation financial risks.
- Supporting The Foundation's continued/ desired charitable status.

2020-21 Revenue



2020-21 Expenses



# Board Committee Reports

## Governance Committee

### Committee Members:

**Gary Duke** (Chair)

**Norma Jackson**

**E. Joan McGregor**

**Hilary McMeekin**

**Sandy McMeekin**

**Fazilah Shariff**

**Clayton Sissons**

### Support:

**Mike Conroy,**  
President and CEO

**Jenny Robinson,**  
Chief Operating Officer

### Purpose:

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

### 2020-21 Highlights:

- Recommended the formation of a BSF Board Charitable Activities Committee to guide The Foundation's support for "charitable endeavours" in line with The Foundation's Philosophy, Objectives, Guiding Principle and regulatory requirements.
- Completed a Board of Director Membership and Structure Review.
- Recommended enhancements to the Board Skills Matrix for a well-rounded committee with diverse membership and expertise.
- Recommended an increased compliment of Board representatives, considering diversity and alignment with BSF strategic direction.
- Led the process for Board member succession planning, onboarding four new Board members to ensure a seamless transition of three retiring members.
- Identified and recommended areas to improve Board performance.
- Enhanced Board Committee evaluation tools.
- Held planning sessions with CEO to identify goals.
- Aligned the Compliance Certification reporting process to the Board, ensuring key Foundation compliance requirements are met.
- Recommended changes to the Board ad-hoc committee structure.
- Review of government priorities determining implications to service delivery.
- Review of emerging needs, trends, future demands to ensure The Foundation is aligned.
- Leads the Accreditation review process.
- Approves Research and Implications.
- Ensures The Foundation is aligned with Alberta Health/Alberta Health Services Strategy for Seniors.

### Priorities for 2021-22:

- Charitable Endeavours strategic plan.
- Accreditation Canada survey.

# Health Quality and Safety Committee Board Committee Reports

## Committee Members:

**David Hogan** (Chair)

**Norma Jackson**

**Noreen Linton**

**Sandy McMeekin**

**Fazilah Shariff**

**Clayton Sissons**

**Roxanne Sissons**

**Tim Stauff**

## Resident and Family Advisory representative:

**Glenn McKinley**  
(Family Member, Clifton Manor)

## Support:

**Mike Conroy,**  
President and CEO

**Jenny Robinson,**  
Chief Operating Officer

## Purpose:

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

## 2020-21 Highlights:

- Appointment of new Committee Chair Dr. David Hogan (replacing Sandy McMeekin who has retired from The Board).
- New Resident and Family Care Conference processes as recommended by the BSF Resident and Family Advisory Council. Changes include sharing and review of care plan with resident/family prior to conference, receiving resident/family content requests and ensuring these departments are represented at the conference, Health Care Aide presence and coaching for meeting facilitators.
- The Foundation increased the number of Medical Directors at the start of 2021 from two to three. The Medical Director at Clifton Manor, Dr. Randall Sargent, will continue to bring his expertise. Dr. Jed Shimizu is the newly appointed Medical Director at Bow View, Wentworth and Cambridge Manor (replacing Dr. MaryJane Shankel who has retired). For the first time there is now a Medical Director at Tudor Manor, and joining us in this new role is Dr. Cassandra (Casey) Hoggard.
- Electronic Health Record initiative introduced the Kardex. This system gives frontline staff easy access to the residents' care information. The Rehab Referral was also introduced allowing for assessments and recommendations to be placed directly in the chart.
- Opening of Cambridge Manor, a senior's care complex located in the University District in NW Calgary occurred in the summer of 2020. The site provides care and services for 158 funded long term care residents and 76 private assisted and private long term care residents. The first resident moved in July 15th, 2020.
- Cambridge Manor received the first Home Care Contract for the Foundation and now provides Home Care services for the private pay residents.
- A site renovation project to improve the quality, safety and aesthetics of the living environments for residents living on Residence at Wentworth Manor concluded in the Fall of 2020. This project continues into the Court side of Wentworth with plans for completion in the Fall of 2021.
- Clifton House construction is underway and remains on schedule for opening in the spring of 2022. The new building is located across the street from Clifton Manor. Care and services will be provided for Supportive Living, Supportive Living Secured, Long Term Care, Adult Day Program and a 10 bed neighbourhood for the developmentally delayed (KINDD). There will be no residents residing at Clifton Manor once Clifton House is fully commissioned.
- Tudor Manor received support to convert 63 beds from Supportive Living to Long Term Care, this will allow the Manor to provide aging in place services. Conversion to be concluded in the spring of 2022.
- Ongoing focus on COVID-19 prevention, containment and communication with key themes and areas including:
  - Compliance with Chief Medical Officer of Health (CMOH) orders, often taking a risk based approach for the safety of the residents, families and staff.
  - Comfort Care Aides were introduced in each Manor assisting with one to one resident visits, virtual visits, scheduling visitation, screening upon entry and other duties as required.
  - Communication – CEO Town Halls, memos, resident, family and staff surveys.

- Covid Care Isolation Units constructed in each Manor, including a negative pressure unit at Clifton Manor.
- Reimagined staff appreciation events such as the December 'Happy Holly Days' with fun competitions, gifts, and prizes (following all public health and safety protocols).
- BSF CEO and Board Chair lobbying and advocacy of key issues including multi-site employment restrictions, asymptomatic testing and immunization.
- Continued monitoring and trending of information on a variety of clinical quality indicators:
  - Call Bell response times across The Foundation decreased, starting with an average of 5:39 minutes in April 2020 and ended at 4:24 minutes in March 2021, (target is 4 minutes).
  - Overall, pressure ulcers, fractures resulting from falls, and mechanical restraints use remain low.
  - Rate of inappropriate antipsychotic use remains below the provincial average.
  - The number of safety incidents, including those with harm, has decreased throughout the year.

## Priorities for 2021-22:

- Prevention and Containment of COVID-19.
- Back to Basics with review and sustainment of best practices in care.
- Commissioning of Clifton House.
- Commissioning of Long Term Care beds in Tudor Manor.
- Support for The BSF WAY.
- Further implementation of Electronic Health Record.

# Board Committee Reports

## Human Resources Committee

### Committee Members:

**Dr. Wayne Giles** (Chair)

**Dr. David Hogan**

**Clayton Sissons**

**Roxanne Sissons**

**Joel Vorra**

### Support:

**Mike Conroy,**  
President and CEO

**Iqbal Ali,**  
Director Human Resources

### Purpose:

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

### 2020-21 Highlights:

- Supported the successful organization wide focus on COVID-19 prevention and containment; limiting the nature and severity of the pandemic; and its implications for our employees, residents and families.
- Developed and implemented numerous pandemic-related policies and guidelines; and measured their impact and effectiveness.
- Facilitated ongoing communications, education, and counselling to staff during the pandemic.
- Continued and enhanced recognition events that celebrate staff accomplishments.
- Monitored and supported recruitment of over 200 temporary employees during the pandemic.
- Responded to acute staffing needs through successful engagement of many contract agency personnel.
- Launched the bi-annual 360 feedback process for the Senior Management Team.
- Development of a Succession Planning framework to support the selection and nurturing of skilled and talented employees for senior leadership positions and other critical roles.
- Launched the BSF Diversity, Equity & Inclusion initiative, including the formation of a multi-stakeholder Working Group to support the Foundation efforts.
- Earned strong results in the external Partners in Injury Reduction (PIR) Audit, resulting in the receipt of Certificate of Recognition.
- Obtained an effective resolution and ratification of the Wentworth Manor / AUPE Collective Agreement.
- Maintained ongoing focus on collective bargaining and other labour relations matters with Unions.
- Continued our commitment to the BSF Employee Education Reimbursement Program.
- Successfully commissioned, staffed and opened Cambridge Manor.

### Priorities for 2021-22:

- Continue to focus on COVID-19 prevention and containment.
- Develop a staff work and wellness promotion initiative, including an emphasis on effectively monitoring and managing employee absences.
- Implement the multi-year succession planning framework that supports the development of capable and interested employees for senior leadership positions and other critical roles.
- Continue to focus on the culture enhancement, including the development of programs to acknowledge, celebrate and support diversity, equity and inclusivity for our employees, residents and families.
- Plan and coordinate Clifton House commissioning, including staffing transitions from Clifton Manor.
- Monitor and assimilate pending government-mandated changes in staffing of continuing care facilities in Alberta.

# 5<sup>th</sup> Annual Golf Classic

Friday, Sept. 17, 2021

**Elbow Springs Golf Club**  
Register online today!  
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Proceeds will benefit  
Resident Outdoor  
Gathering Areas



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

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Donate by mail (cheques can be sent to):

The Brenda Strafford Foundation  
4628 Montgomery Blvd NW  
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Attention: Fund Development

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

By volunteering you can help us achieve our vision to create a future where people can live life to the fullest, with dignity, hope and happiness — in caring and supportive communities. Volunteer opportunities are available for a range of activities at all four of our Manors. To inquire about volunteering, please contact the Recreation Therapy department at the location where you wish to volunteer.



*The Preservation of Dignity  
and the Pursuit of Happiness*