



Clifton Manor Drumming Circle



Pursuit 2021 2018-2021 Strategic Plan

Our Values

Quality

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

People First

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

Engagement

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

Leadership

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

Compassion

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

Philosophy

The preservation of dignity and the pursuit of happiness.

Mission

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

Vision

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

Strategic Goals for 2018-2021

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

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Message from the CEO

'The Brenda Stafford Foundation Way'

March 31, 2019 marks the conclusion of our 2018-19 year, and concludes a successful year one of The Brenda Stafford Foundation's current Strategic Plan: 'Pursuit 2021'. We have achieved many accomplishments throughout the first year of this three year plan (2018-2021) thanks to the incredible dedication of our staff, volunteers, leadership and Board members.

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

- Focusing on clinical quality improvement initiatives such as Falls Prevention, reviewing our Call Bell systems, and implementation of the Electronic Health Record
- Increasing the profile of our research and innovative practices (including industry recognition as '2018 Innovator of the Year' at the 2018 ACCA Awards of Excellence)
- Developing and implementing an employee recruitment and retention plan, and commencing leadership training to develop and support our frontline leaders
- Breaking ground on construction of Cambridge Manor at University District, as well as extensive renovation projects at Bow View Manor and Wentworth Manor
- Implementation of the Dementia Friendly Communities pilot project and increasing our community engagement and partnerships to better meet changing community needs

- Opening an Eye Clinic and Vision Centre in Montego Bay, Jamaica, as part of our international charitable endeavors
- Completing a 'Resident and Family Experience' survey focused on satisfaction in Food, Dining, Recreation, Care and Communication (survey results have informed many improvement initiatives in our annual plans for 2019)

The BSF Way strategic priority

Enhancing our approach to providing person-centred care, services and environments – The Brenda Stafford Foundation Way – is the single biggest priority in 'Pursuit 2021.' The importance of person-centred care and services is directly reflected in the organization's mission statement, and reinforced throughout our organizational values and strategic goals that guide our behaviour and priorities.

To further embed the importance of person-centred care, and to prepare for changes in resident and client expectations, we have embarked on a comprehensive initiative to ensure we are better positioned to meet the unique needs of our residents, clients and families.

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

Changing sociological environment and seniors demographics

This focus on a person-centred approach responds to the widespread movement to make residents, clients and families central in the decision-making process about the care and services that affect them.

Person-centred care recognizes and builds on the individualized needs, desires, aspirations, skills, knowledge, choices and rights of our residents, clients and families. Decisions and priorities are made with greater engagement in partnership with those who are directly impacted by our services.

It is also a response to changing consumer preferences in the new generation of seniors who will expect to remain in their homes longer, and expect a different kind of continuing care system than the current generation of elderly. Particularly 'baby boomers' who will have access to more information and resources, have a greater level of comfort with technology, and will expect more choices and participation in decisions that affect them than depression-era and war-era seniors.

Culture of continuous quality improvement and innovation

The Brenda Stafford Foundation has a proud history of more than 40 years of excellence in quality care and services. We are committed to building upon our established culture of continuous quality improvement and innovation to meet the changing needs, expectations and preferences of those we serve.

While our way of life and the way we do things will continue to evolve, we remain guided by the philosophy: *The preservation of dignity and the pursuit of happiness.*

As we move into the new year beginning April 1, 2019 we launch a new annual plan for 2019-20 with an amplified focus on implementation of The BSF Way. We look forward to continuing our progress and rolling out new initiatives in the year ahead, to support our mission to provide high quality person-centred care and services to optimize well-being and enrich lives.

Thank you for your invaluable contribution to the many achievements we have accomplished in 2018-19, and for your ongoing commitment to support our vision, mission and strategic goals of 'Pursuit 2021.'

Mike Conroy
President and CEO



Message from the COO

Meaningful Resident and Family Engagement

At The Brenda Stafford Foundation, 'Engagement' is one of our core values and we want to better understand the idea of 'meaningful engagement' to enable us to live it every day.

We strive to respect the strengths, interests and needs of the communities in which we operate and continue to build on the feedback of our partners. As such, we are committed to collaborating with residents and families in the planning and delivery of safe, quality care and services for all Foundation residents.

To support our mission to provide high quality person-centred care and services, one of the key principles of 'The Brenda Stafford Foundation Way' is ensuring that our care, services and environment create and support positive interactions and relationships.

There are many examples of how The Foundation has introduced new ways of working together with our residents, clients and families to enhance meaningful engagement and ensure opportunities for open, two-way communication.

Some of these highlights include:

- Establishment of The Foundation-wide Resident and Family Advisory Group
- Inclusion of the co-chair (family member) of the Resident and Family Advisory Group on The Foundation's Board of Directors Health, Quality and Safety Committee
- A Resident and Family Panel featured during The BSF Way Annual Symposium
- Resident and Family representatives on The BSF Way Coordinating Committee
- Participation of Residents and Families in the hiring process of management positions
- Introduction of 'Coffee and Conversation' meetings with the Administrator

In 2017, The Foundation established the Resident and Family Advisory Group – a formal collection of volunteer residents and families from across The Foundation's Long Term Care and Supportive Living Programs. The group members bring a richness of diversity based on geography, age, gender, background, culture and resident/family health experiences, to their role as Resident and Family Advisors.

The general purpose of this Resident and Family Advisory Group is to encourage participation and interaction between leaders, employees and healthcare providers and those receiving health services. Resident and Family Advisors assist in providing feedback on the design of Foundation policies and practices; provide a resident/family perspective; and enhance the formal communication liaison process between residents, family members and The Foundation.

If you would like to become a member of the Resident and Family Advisory Group, please talk to your Site Administrator about how to apply.

Along with the Advisory Group, other important tools we continue to use to gather feedback include our annual Resident and Family Experience surveys, our regular Resident and Family Council meetings, and the more informal 'Coffee and Conversation' meetings.

A key focus in the 2019-20 year ahead will be renewed attention on our Resident and Family Council and Annual Care Conference meetings to enhance and optimize engagement at these important touchpoints with our residents and families. If you have feedback on the format of these meetings, we welcome your input and encourage you to speak to the Site Administrator with your feedback or ideas to help improve these meetings.

We are fortunate to have highly engaged staff, residents and families at The Foundation. Thank you all for your input and commitment to ensure our care, services and environment create and support positive interactions and relationships through a culture of collaboration and person-centred care.

Jenny Robinson
Chief Operating Officer

Innovation, Research & Quality



Calgary Westhills Impact

In Calgary Westhills we have seen many partnerships come to life to support the growth of a Dementia Friendly Community. The Calgary Fire Department now includes dementia awareness training with all new recruits (beyond the original pilot area), we have an extremely successful intergenerational program with Rundle College, Rundle Academy and the Guardian Angel Catholic school. Some testimonials are included below to highlight how this work done collectively has helped community members:

The Calgary Fire Department received a call and managed to help a senior who was stuck in very deep snow. The crew recognized that the gentleman was not appropriately dressed for the conditions with no gloves or hat and had been trapped for a long period of time. They recognized that he had dementia, the crew had received the dementia awareness training recently and found it extremely helpful in dealing with the situation.

"There were several clues touched on in your course that helped us identify that he indeed had dementia and this helped us deal with him appropriately and empathetically and explain to him that we were there to help as well as how we were going to go about helping make him feel better."

~ Captain Todd Puzey, Calgary Fire Dept

"A new member of the team was at the front desk with an older gentleman. He asked for \$10,000 in cash. The staff member was asking why (they had not had the training). The gentleman was getting upset. He is 91 and I have known him for four years now but his appearance is not the same – he was disheveled. I sat down with him, spoke his name and started to chat. He knows me as "the English girl" as soon as I begin speaking and recognizes me. I asked the team member to call his daughter and took him to a quieter location. We started talking and I distracted him and his demeanor changed. He calmed down and was laughing and smiling. I then asked him what he wanted and he said \$100 in cash. His daughter arrived and was glad of the support given. Her father had recently moved into Assisted Living – this was a big change in his environment and had a huge impact on him. His daughter thanked staff for calling her. I am a huge advocate for this initiative."

~ Assistant Manager, ATB Financial, Signal Hill Branch

"It's good for the kids to come here and work with us to get an understanding of what it's like as we get older and the fact they will also become old one day and will need people to help them. It ensures they are respectful to older people."

~Adult Day Program Member

Town of Okotoks Community Partnership

Since the inception of the DFC project in Okotoks, the Town of Okotoks has been a critical piece of the puzzle, helping to determine the direction for the project.

The Town has been highly committed to all aspects of the project, including:

- Providing staff members to participate as active contributors to the DFC Coalition
- Allowing opportunities for training Town staff and community first responders in Dementia Friendly strategies
- Offering staff to continue in a "train the trainer" capacity after the DFC Project ends (this includes recreation centre, town facility staff, as well as first responders)
- Providing facilities/venues for events such as the Memory and Aging Program, Dementia Talks Library Speaker Series, Town Training sessions, Picnic at the Piano, and much more
- Involvement of Mayor Bill Robertson

The DFC Project in Okotoks has encompassed many areas including awareness, education, and caregiver support. Most recently, community members have been requesting more focus on the Risk Reduction aspect of dementia. We have responded by offering the Memory and Aging Program, building a partnership with the University of Calgary's Cumming School of Medicine to offer the Brain in Motion Study to Okotoks residents, along with offering a Risk Reduction talk during the Dementia Talks Library Speaker Series.

There are many examples of how the Town has partnered with DFC over the past two years. One recent example of the strong partnership (focused specifically on risk reduction) was the involvement in the launch of the "Move and Groove Social Café." Research indicates that social isolation and inactivity can both contribute negatively to long term brain health. In an effort to address these issues, the Town of Okotoks recently launched the Café to provide an additional outlet for members of the community to connect with one another and work toward reducing the risk of social isolation.

DFC was invited to participate in the launch event for the Social Café, which highlighted the new fitness equipment made possible by a New Horizon's funding grant from the Government of Canada. There were equipment demonstrations, and an overview of DFC, along with an opportunity for conversations with 50 attendees regarding upcoming DFC opportunities.

Future considerations in our partnership include examining how best to offer fitness programs for those with dementia while allowing the opportunity for caregiver respite. Also, looking at the potential for working with "Brain Gym" leaders to learn activities to improve focus and concentration, and how these skills can work well for caregivers and those with early dementia.

By working synergistically with the Town, we are better able to support Okotoks residents in making Okotoks more dementia friendly.



Sharing the Lessons Learned of a Comprehensive Palliative Care Program in Long Term Care and Supportive Living

Edward Gimenez's abstract was accepted into the 19th Annual Mary O'Connor Palliative and Hospice Care Conference. He will be presenting on BSFs Palliative Care Program on April 4.

Description of Initiative

The goal of this initiative was to improve palliative care service delivery by implementing a holistic End of Life Framework and Program. A group of individuals were engaged to determine all practices that could be amalgamated to create a comprehensive program.

The program begins with early detection of End of Life using validated assessment tools that include the Palliative Performance Scale (PPS), Personal Severity Index (PSI) and Change in Health End Stage Disease (CHESS), accompanied by physical and family assessments. Upon diagnosis of end of life, step two ensures families are engaged, and a care conference occurs. Step three is an ongoing 24 hour Goals of Care Assessment for the professional

nurses. Step four is a daily reassessment and a care plan goal revision process; and step five is care after death including both resident post mortem care, family assistance and staff grieving. The initiative also included physical changes such as palliative comfort care carts.

Results of the implementation included enriched quality of care during end of life, and increased comfort and support for residents and families.

Next steps involve implementing additional initiatives including: Dignity Walks, No One Dies Alone (NODA) Program, Annual Release of the Butterfly, and the Good Grief Support Group.

Key Findings

These endeavors lead to an enhanced quality of care, communication, and staff support. Evaluation illustrated a decrease in hospital transfers, a decreased number of requests for regional palliative care consultation, a reduction in wounds relating to palliative care, minimization of discomfort and increased confidence by staff.

What's next for the Dementia Friendly Communities Pilot?

As we enter our final stages of the Dementia Friendly Community pilot project scope of work, we are reflecting on what we have achieved as a group; areas which have exceeded the original goals; and potential gaps.

We are also shifting our attention to design and development of the Dementia Friendly Toolkit designed to enable sustainability of the Dementia Friendly Community beyond the project's initial scope and allow for scale and spread within Alberta. There are a number of early adopters we are already working with who would like to develop their own Dementia Friendly Community in Alberta; these areas include Medicine Hat, Edmonton, Lacombe and Innisfail.

As part of this sustainability, we are working in collaboration with the First Lutheran Church who have received grant funding to develop a video education tool for general dementia awareness training. We are working in partnership with FLC to produce this video as a resource alongside the Dementia Friendly Communities Toolkit.

We are assured that a lot of ground has been covered, strong partnerships built and maintained and strong champions identified in the community who are continuing to take this work forward.



"It was very clear to me that they loved grandma as much as we did. They did everything they could to make sure she was as comfortable as possible. Not only that, but they were wonderful with relatives who came to say their final farewell. Many family members spent many hours at grandmas' bedside. The nurses, while taking care of grandma, made all of us feel just as important. They never rushed us, they offered beverages and snacks to family and made sure we were also ok. They truly showed that they cared not only for her, but also the family."

They truly understood what the family was going through and were sympathetic to the emotions."

Innovation, Research & Quality

Dignity Walk

In November, 2018 we had a resident actively dying and transferring to hospice care due to complex medical requirements. To honor her time and relationships built at BVM, our care team gathered together in her room and provided goodbye messages to her and her family. While leaving our facility our team showed support, standing side by side in the entryway providing words of love and encouragement.

This was a significant event that provided two gifts – a gift to acknowledge our resident’s life, her relationships and time at Bow View Manor and a gift to openly honor our own feelings as care providers.

Working in long term care, death is experienced frequently, however, until now, it has never been an option for care providers to say goodbye to our residents or openly discuss death. Care providers’ grief is experienced privately. Choosing now to acknowledge our residents’ death, we honor their existence and the seeds they plant with us. As part of our Palliative Care program, we are moving forward to send our residents through the front door and openly recognizing the inevitable: death and grief. The change provides openness about death and dying which ultimately improves quality to dying with dignity and respect.

Electronic Health Record: Resident Care Conferences

The Brenda Strafford Foundation is transitioning to Electronic Health Records (EHR) to improve the safety, quality and efficiency of resident care.

The next phase of this project is the transition to electronic Care Conference documentation. As a result, members of the team may be using a computer during your care conference to document the discussion and to refer to information contained in your health record. A printed copy of the Care Conference form can be requested from the Professional Nurse the day following your care conference. If you have any questions or concerns, please contact the Professional Nurse on your unit. As always, the privacy and security of your health information will be protected.

Dementia Care Program

As part of ‘The Brenda Strafford Way,’ our approach to enhancing person-centred care is supported by the development of a programmatic approach to our care and services.

We are pleased to be starting a project to enhance our specialized dementia care programming at all of our Manors. The project will start with a needs assessment and also look at the latest research and best practices to ensure that programming is evidence-based. This will take a team effort, and we have started creating teams at each Manor that include staff, residents and families. If you would like to be a part of this exciting initiative, please contact Carol (Dementia Care Program Lead) by email: carol.henckel@theBSF.ca

Quality Spotlight: Q3 (2018-19)



Spotlight on Quality at Bow View Manor

Bow View Manor is focusing on call bell response times which have been impacted by the failure of the motherboard of the current system. A new board has been ordered and we expect improvement once this is installed. Bow View Manor is also focusing on reducing incidents of resident to resident and resident to staff aggression by improving post-incident reviews to identify the root cause.



Spotlight on Quality at Clifton Manor

Clifton Manor is working on ensuring we understand what may lead to someone falling. We also worked on preparing for influenza season and have immunized over 95% of both residents and staff.



Spotlight on Quality at Tudor Manor

In Q3 Tudor Manor prepared for influenza season. Over 91% of residents and 95% of staff received their influenza vaccination. Tudor Manor is also trialling a number of new initiatives to prevent falls including environmental scans to reduce fall hazards and a tool to screen for fracture risk.



Spotlight on Quality at Wentworth Manor

Wentworth Manor is preparing for the implementation of Electronic Medication Administration Records (eMAR). This will replace the current paper based medication administration records and will make medication administration safer with easier to read documentation and automatic alerts. The goal is to have eMAR implemented by July 2019.

In 2019 Wentworth Manor will work on reducing falls and falls related injuries. Currently, new interventions are being trialled at BSF’s Tudor Manor site. The successful changes will then be implemented at Wentworth Manor.

Human Resources

Leadership Development Training

In 2018, the organization undertook to provide leadership development opportunities to the Program Managers in support of their continual growth and to support the organization’s trajectory towards ‘The BSF Way’ (our approach to person-centred care and services). We were excited to report that all participants graduated in the Fall of last year.

We have continued to leverage a relationship with Conestoga College and created a front line supervisor training course that launched in January 2019. Our intent is to have all front line supervisors go through this program, with the aim of supporting and assisting the organization in moving forward with The BSF Way. We are thrilled to be able to provide this opportunity and also excited about the reaction we have seen from the participants.



Wentworth Manor leadership development participants



Clifton Manor leadership development participants



Tudor Manor leadership development participants



Bow View Manor leadership development participants

Recognizing Long-Standing Service

BSF proudly celebrates our many long-standing employees that have provided The Foundation with a long history of commitment, dedication and exceptional service.

Congratulations to all employees who have celebrated service milestones in January-March this year.

5 Years

Bow View Manor

Sarah A.
Mary D.
Mylene D.
Janine G.
Subhash G.
Anna N.
Marienette N.

Wentworth Manor:

Lielyn G.
Maria G.
Chandani K.
Ayaan M.
Marie S.
Sampa S.
Rhina V.

Clifton Manor:

Chelsea J.
Ramandeep K.
Rose K.
Navjeven M.
Sheena V.

Tudor Manor:

Liz E.
Jane F.
Eden G.
Tsungh-chih (Mark) K.
Kevin P.

BSF:

Jacinth G.

10 Years

Bow View Manor

Chantelle A. Marilou I.
Georgina M.

Wentworth Manor:

Evangelina A.
Diane F.
Corrie I.
Esther J.
Sjeane P.

Clifton Manor:

Helen H.

15 Years

Wentworth Manor:

Pauline B.

20 Years

Bow View Manor:

Claudette S.

Clifton Manor:

Jeanine K.
Rizaline L.

'Going Places' Is About The Experience!

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

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

experience...



Tastes and smells of the season!



Donate online at theBSF.ca

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

Contact

Catherine Laing,
Fund Development Manager
The Brenda Strafford Foundation
Phone: 403.536.8684
Email: catherine.laing@theBSF.ca

*The Preservation of Dignity
and The Pursuit of Happiness*

theBSF.ca

Fund Development and Communications

'Going Places' Bus Fundraising Campaign Launch



Bow View Manor campaign launch



Wentworth Manor campaign launch



Clifton Manor campaign launch

Clifton Manor CHEER Campaign Donor Recognition Event

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

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

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

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

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



Kin Canada
Kinsmen Club
of Stampede City



Clifton Manor REM Room



Clifton Manor REM Room



Clifton Manor REM Room



Clifton Manor Drumming Circle



Clifton Manor REM Room



Clifton Manor Drumming Circle



BSF and Kinsmen representatives

What's The Buzz?

Bow View Manor



Charlie and Piper



Christmas Decorating Contest



Christmas Decorating Contest



Christmas Decorating Contest



Mildred A. with Nickel Family



Helen and Myrna



National Music Center



Kaare J. with Bradely & James



Reynoldo V.



St. Patrick's Day

December was an action-packed month with the Therapeutic Recreation Department. In addition to all the usual holiday activities such as a variety of parties, we had over 100 people for our Christmas Eve and New Year's Eve Parties. This year we held two Annual Christmas Nativity pageants with both pageants a full house! Also we'd like to have huge shout out to our resident Neil for his starring role as Joseph and pianist Chanhee for playing the piano for both our annual Nativity Pageants.

We had a record number of volunteers donate gifts to our residents. Every resident received a Christmas gift on either Christmas Eve or Christmas day from our volunteers! I'd like to thank Magic of Christmas, Santa secret services, Shannon H. and her large volunteer group, Sigrid with her 3 musketeers Carol, Murray and Jeanette with the help of Calgary Co-Op as well as other various groups. Thank you all for your time and efforts to organize groups, individual volunteers and especially for personalizing the gifts for our seniors. You made a huge impact in our residents on Christmas, thank you! We also had a record number of volunteer entertainers and carolers with 32 different choirs, churches, solo volunteers with old traditional songs, choreographed dances, and handbells to ukuleles performed by young and old alike. They brought so much happiness and the true spirit of the season to all our residents.

A huge thank you to the Westcor Construction Ltd team for taking the time to volunteer with us. Westcor wanted to say thank you to all the residents, families, staff and volunteers for being patient and so understanding throughout renovations. Westcor donated refreshments and recruited 24 volunteers to come help set up, porter, and perform a talent variety show. The room was full of laughter, clapping and toes tapping!

Clients and the ADP team have been keeping warm the last while, despite what Mother Nature has been providing us outdoors. The holiday season flew by with winter and Christmas themed activities including a turkey dinner, (provided by our amazing dietary staff), and live entertainment for clients, families and staff to enjoy. As January transitioned into February, we continued to focus on purposeful programs, meaningful to our clients.

Valentines brought smiles and laughter as we built a "Valentines Kissing Booth", featuring "Piper", the puppy who frequents visits to the Program. It has been voted that Charlie and Piper (our two regular Bow View Canines) be crowned Prince and Princess of the Manor. Additionally, we held a Valentines mini fundraiser to raise money to enhance our program for our clients. Money will go towards entertainment and new tools to enhance our program for our clients. Thank you to everyone who participated in guessing, "How Many Hearts Were in the Jar!"

Mardi Gras is always a favorite with "Shrove Tuesday" and mask making. St Patrick's Day is celebrated throughout the week with green themed fun! We are looking forward to the next few months maintaining our focus on client centered care and active engagement; emphasizing on a positive, safe and fun social environment for all those who attend.

"On behalf of my Mother, Helen Henderson, our family would like to thank the Therapeutic Recreation Team for all the work they do to keep our Mother and other Residents involved in the various programs at Bow View."

As you know our Mother has been a Resident of Bow View Manor for 12-1/2 years - your "Team" are like family to her. It's so nice to see the different staff members taking the time to talk with the Residents, giving them a hug and seeing that they are involved in the activities. The social functions are wonderful, and it's great too, to see the Residents dressing up in different costumes for various events. Thank you for all the programs you put together at the Manor, you've been wonderful. Keep up the good work."

~ Myrna McDonald



Volunteer Spotlight: Dorothy J.

We would like to take a moment and shout out a great big, "Thank You" to Dorothy, ADP's most dedicated and compassionate volunteer. Dorothy has volunteered in the Bow View Adult Day Program for over five years, donating her time at least one full day per week. She has developed relationships with the staff, clients and families alike; always willing to support wherever she is needed. Currently, Dorothy is volunteering on Wellness Fridays and also on Wednesdays, as Co-Facilitator of the OMA program. Dorothy, thank you for all you do!



Volunteer Spotlight: Lydia B.

Lydia has been a volunteer at Bow View Manor for over 5 years. Lydia is very committed to volunteering as she comes weekly for Bible Study. Lydia chose to volunteer to help residents to stay true in their faith, to give them hope and emotional belonging. Residents look forward to seeing Lydia weekly and reading the Bible. Lydia also appreciates the staff efforts she observes and that's very important to her.

What's The Buzz?

Wentworth Manor



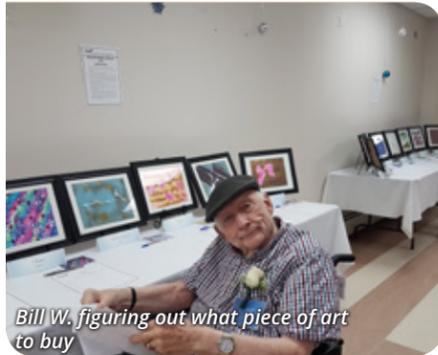
ADP's Newest Members!



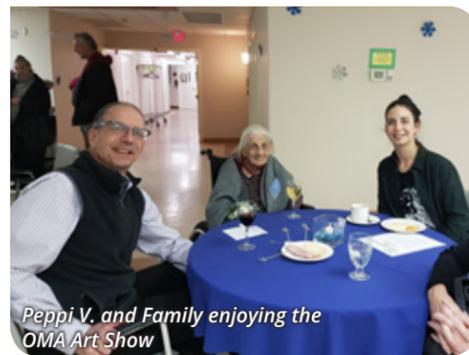
Angela P. and Deandra (Mary and Baby Jesus)



Doung H. and Ashley Ringing in Christmas



Bill W. figuring out what piece of art to buy



Peppi V. and Family enjoying the OMA Art Show



Margaret S. and Kiran D. celebrating 2019



Happy New Year from Frank and Audrey!



Santa's Visit in Trafalgar



Group Nativity

Renovations at Wentworth Manor - The Residence continue to move forward as the first two floors are nearing completion. The Adult Day Program, Royal Oak, and staff areas on the ground floor also began in mid-March.

In January, Wentworth Manor had an Accommodations Audit and scored 100% which in turn means we are certified for two more years. We also had a surprise inspection from public health which we passed and have received our annual certification.

In Fall 2018, the long-term care spectrum of Wentworth Manor successfully implemented a new pharmacy supplier, Remedy's Rx. We are looking forward to another execution into Supportive Living in April 2019. Electronic Health Records (EHR) were also put in place for long-term care team members to allow for proper, timely, and legible charting of residents. There has been a lot of positive feedback from all team members as this allows for more time to be spent with residents and families in respective neighbourhoods instead of in the chart rooms.

Over the last few months, residents of Wentworth Manor were very busy with a lot of special events including the staff-performed nativity plays, Christmas parties, Robbie Burns Day celebrations, Valentine's Day, and some outings in the community for Residence Main. The Adult Day Program clients, Supportive Living and Long-Term Care residents also began their spring Opening Mind through Art (OMA) programs. This is the first time all three care levels have implemented this Intergenerational Program at the same time; volunteers are high school students from Rundle Academy and Rundle College, partners in the BSF Dementia Friendly Communities program.

The Recreation Department has also been very busy getting trained on some new equipment and programs (coming VERY soon). We are installing our new Tovertafel in Royal Oak, which is an interactive projector that allows for games and sensory stimulation for residents in dementia care. The Tovertafel will be shared between Royal Oak and Trafalgar on a rotating basis. A new Virtual Reality (VR) program has also been acquired that will allow up to 4 residents and/or their family members to travel almost anywhere in the world, and experience activities such as underwater diving through Virtual Reality. All participants will be experiencing the sights and sounds together from wherever they choose to go!

In December, funding was secured for the Music and Memory program which is an individualized music program for residents. We will soon have the technology to create individualized playlists for residents. If you are interested in helping with this program as a volunteer, please let the Recreation department know.



Staff Spotlight: Francis G.

I started working at Wentworth Manor on February 20, 2019. Prior to becoming MDS Coordinator, I was working both as a floor nurse and MDS case manager at Bow View Manor. I graduated from the University of Calgary Nursing program and I have experience in acute medical/surgical units and operating room (OR) experience in Lethbridge. I loved working in the OR but my passion has always been geriatrics because those were my focuses in my final year of nursing school.

If you see me around and wondering about the "cool" design on the side of my head. Well, that's actually a surgical scar from Grade 4. I got struck in the head with a softball and they needed to fix the crater size dent the ball left. The scar actually runs to the top of my head. I'm not shy about my scar and I always welcome questions about it. I will say that I do not beep at airports, that one is the most commonly asked. I look forward to working at Wentworth Manor and getting to know the residents and their family members.



Robbie Burns Day Dancers

What's The Buzz?

Clifton Manor



Couples Dinner



Couples Dinner



Family & Resident



Day Care



In House Shopping Day



Jack James High School



Elvis



New Year



Santa



Christmas



Chinese New Year

The winter season at Clifton Manor has been filled with countless special events, community partnerships, and family-friendly activities. Our holiday season started off with our annual In-House Shopping Day where local vendors were invited into our home to provide an amazing opportunity for residents and their families to enjoy a day of Christmas shopping together.

Our Family and Resident Christmas Tea was a huge success where everyone enjoyed an afternoon of holiday entertainment, dancing, delicious Christmas treats, and a special visit from Santa to spread Christmas cheer. We had over thirty family members and friends join us for this event, and it was so heartwarming to see everyone share in the spirit of Christmas with us.

We also had a variety of special holiday programs this season including entertainment from local schools, St. Mark's Choir, Crystal Belles, and many more talented groups within our community.

Our annual Nativity Pageant was exceptional this year thanks to the support of the staff and children from Bright Path Daycare. The children were so sweet and brave as they acted out the nativity story and their presence was adored by our residents. We also had a talented choir composed of residents, family, and staff who all sounded incredibly beautiful as they sang many traditional Christmas songs. Lastly, our Nativity Pageant featured a special drumming performance of "Little Drummer Boy" performed by our residents; their performance was incredibly touching and featured an encore at the request of the audience. Great job, Clifton Manor Residents!

Over the last three months, we have been strengthening and supporting our partnership with Calgary Board of Education's Jack James High School. The students at this school are truly amazing, talented, and caring and we are extremely proud of how they work with our residents and the community to make a difference. To thank the students for their support and hard work we held a special appreciation lunch for over fifty student to recognize them for their continued contributions and dedication to the lives of our residents at Clifton Manor.

To kick off the New Year, our first celebration was for Elvis' birthday where our residents enjoyed Elvis themed music, entertainment, and a special visit from an Elvis impersonator who put smiles on our resident's faces by just shaking his hips! January was capped off with a cultural celebration for Robbie Burns Day which featured a fantastic highland dancing performance from the St. Andrew-Caledonian Society of Calgary.

February began with various Chinese New Year celebrations, including a Dragon Dance, Chinese Dining In's, and a performance by traditional dancers from the Chinese Cultural Center. We also celebrated the month of love with our Annual Couples Valentine's Dinner where a delicious prime rib dinner was provided by our own Aramark staff. We received exceptionally positive reviews for the dinner, so thank you Aramark for all that you do! Our Therapeutic Recreation team also played a huge role in creating this five-star evening for our residents and their significant others with a beautifully decorated room, couples pictures in our photo booth, themed games, and romantic, live piano music.



Staff Spotlight: Guru Amar Das Niwas Team

As volunteers of the Guru Amar Das Niwas volunteer team at Clifton Manor, we serve residents of South Asian descent who are often unable to participate in existing recreational activities primarily due to language barriers and cultural relevance. Hence, we decided to connect with Clifton Manor (CM) to create and provide a cultural recreational program to enhance the quality of life and sense of community for the South Asian residents at CM. We currently attend Clifton Manor twice a week, on Tuesdays and Thursdays to provide a culturally tailored program primarily for South Asian residents, however everyone is welcome to attend.

We have a team of seven volunteers across our two sessions who organize and execute a variety of exciting activities every session. Some examples of activities we have engaged in with the residents include: Punjabi bingo, Punjabi heads up, paint night, celebrations of cultural festivities such as Diwali/Lohri, religious programs and movie night! We definitely feel a spur of excitement amongst the residents every time we come to CM as they are eager to see what activities we have planned for them.

Providing this program is important for us as a team as we want to contribute towards enhancing the sense of togetherness and belonging for the residents who attend our program. We additionally feel a sense of gratification when we spend time with seniors and it feels no different than if we were spending time with our own grandparents. Every Tuesday and Thursday our team enjoys the unique opportunity we have to provide this program and spend time with the residents who have made as big of an impact on us as we have on them. We look forward to continuing to serve our elders and are grateful for the opportunity CM has provided us with to do so!

In the spirit of Sri Guru Amar Das Ji, we shall support the frail and elderly with love so that they may live with dignity and grace.

What's The Buzz?

Tudor Manor



5 Year Anniversary staff members



Lunar New Year



Lunar New Year



Mini Santa



Maintenance Appreciation



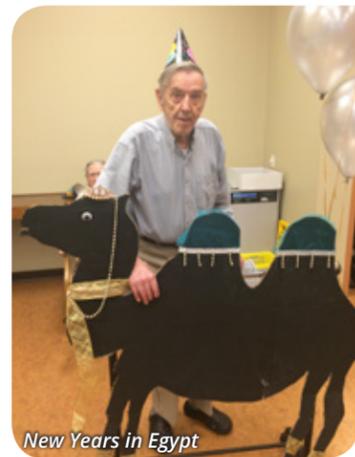
Okotoks Oilers



Valentine's Day Crafts



Okotoks Oilers



New Years in Egypt



Kathleen recites 'Ode to the Haggis'



OMA



Okotoks Raiders Hockey Brunch



Chinook Highland Dancers

Residents who took part in our OMA (Opening Minds through Art) 12 week intergenerational program were very proud to display their masterpieces at our OMA Art Show and Auction in December. Families not only had the opportunity to purchase and bid on artwork, but to meet and interact with their loved one's student partner and learn about their OMA journey together. It was a very special and emotional evening for all in attendance, highlighting the key message of OMA that individuals living with dementia continue to have so much to give. A special thank you to Julie Trotter, RT for facilitating Tudor Manor's initial OMA program so successfully!

Tudor Manor was excited to be a part of the Okotoks Oilers Peewee Hockey Team's quest for the Chevrolet Good Deeds Cup in December! The Good Deeds Cup is a national contest for peewee hockey teams across Canada to give back to their community and record a video of them making a difference in a meaningful way. This team certainly achieved their goal by volunteering their time to play a game of floor hockey with our residents. But this was no regular hockey game, this was also a lesson in empathy where players were assigned a physical limitation throughout the duration of the game, like sitting in a wheelchair or wearing blurred goggles. In the end, the Okotoks Oilers were not chosen as the Good Deeds Cup recipients, but they are certainly winners in our hearts!

Christmas activities continued throughout the month of December including our annual shopping trip to South Centre Mall, Resident Christmas Party, a special brunch with the Okotoks Raiders Female hockey team and our annual Tudor Manor Christmas Concert! Each year residents show off their singing and acting abilities with students from the St Vincent De Paul youth group. Our rendition of "The Twelve Days of Tudor" was a hit but our Feliz Navidad dancers, Maritza de Mayora, RTA and her family stole the show! 2019 came in with a bang with our New Year's in Egypt celebration where residents were treated to a belly dancing performance and even got to "ride" a camel before ringing in the New Year.

Did you know? January is Maintenance Worker Appreciation Month and residents certainly showed their appreciation for Richard M and Marlon C at a special social in their honour. Richard and Marlon are dedicated to keeping our building running smoothly and while they are extremely busy most days, they always have time for a smile with the residents.

Congratulations to our staff who reached their 5 year anniversary with Tudor Manor! Brenda Carroll, Administrator hosted a tea party in their honour to acknowledge this special achievement. There was certainly lots of love to go around this February beginning with our National Therapeutic Recreation Awareness kick-off party! Therapeutic Recreation is a health profession which acknowledges the significance of leisure and recreation as integral components of optimal health in the areas of physical, social, cognitive, psychological, and spiritual well-being. Residents were excited to celebrate with entertainer Cornelia Sutherland along with the children from our on-site VIK Daycare.

Residents learned their fortune, danced with dragons and enjoyed Chinese food to honour The Year of the Pig for Lunar (Chinese) New Year! Celebrating multiculturalism is an important part of our programming at Tudor Manor and this event was no exception. We also shared the love throughout the entire week of Valentine's Day making special crafts with our little friends at VIK Daycare, and dancing at our Valentine's Day Social where we enjoyed live entertainment and chocolate dipped strawberries.

Haggis anyone? Every January we host a Robbie Burns Ceilidh where we honour the great Scottish poet by, you guessed it, serving haggis! In true Robbie Burns fashion, we 'piped in' this fine Celtic delicacy and had Scottish resident Kathleen S recite 'Ode to the Haggis.' Afterward, we were treated to highland dancing by the Chinook Dancers.



Staff Spotlight: Eva T.

Eva has been working as a Health Care Aide for Tudor Manor since June 2013. She works on our Nottingham dementia care neighbourhood where she brings her compassion and kindness to the residents she cares for every day. Eva says, "my favourite part of working in Nottingham is seeing the residents smiling faces. That's what motivates me." She also shares how she loves being a part of a supportive care team where everyone contributes to optimizing quality of life for the residents. When not at work, Eva enjoys spending time with her son outdoors, at the zoo or at the park.

Under Construction | Opening 2020

Cambridge Manor will be accepting residents approximately one year prior to opening. More information about the types of accommodations available and the booking process will be announced in 2019. As progress continues, updates can be found through theBSF.ca and myuniversitydistrict.ca. To join The Brenda Strafford Foundation's information waitlist contact the Foundation's Manager of Communications and Marketing at phone: 403.536.8682 or email: julie.arnold@theBSF.ca.



Assisted Living and Long Term Care by The Brenda Strafford Foundation

A state-of-the-art, new continuing care facility will support service excellence in seniors' care. Integrated innovation, research, teaching and learning opportunities will enhance connections between the residential and academic communities within University District and the neighbouring University of Calgary. Visit: theBSF.ca

MAPLE

Independent Living by Truman

An array of residential suites complete with full kitchens and private outdoor patio spaces, suited to independent seniors with an active and social lifestyle seeking a community rich in services and experiences – with the added convenience of access to services and amenities in partnership with the adjacent Cambridge Manor, conveniently connected by a+30 walkway. Visit: liveatmaple.com



Age-in-Place at University District

With every detail, University District by West Campus Development Trust is designed with a focus on multi-generational needs. Together, Cambridge Manor and Maple will form an innovative seniors' living complex designed to support aging-in-place within University District. Visit: myuniversitydistrict.ca



University of Calgary

UCalgary joins Age-Friendly University global network

Network provides framework for actively engaging older adults at the community and university level

In 2009, like many Albertans, Tina Larkin-Black lost her job. After 17 years working as a tradesperson in the manufacturing sector, then 43-year-old Larkin-Black decided it was time to go back to school and build a career around helping others, her true passion.

"I always dreamed of going into a helping field like social work, but I was a single parent and the trades paid better. So I did what I had to do until the kids were grown, and then I had an opportunity to choose what I wanted to do," says Larkin-Black — one of a growing number of adults who are choosing to pursue higher education later in life.

In a bid to better support mature learners, the University of Calgary recently joined the Age-Friendly University Global Network, a group of higher education institutions that have committed themselves to becoming more age-friendly in their programs and policies.

Being designated Age-Friendly puts UCalgary on the right path to meet the needs of a more diverse community, according to Dr. David Hogan, MD, scientific director of the Brenda Strafford Centre on Aging, part of the Cumming School of Medicine's (CSM) O'Brien Institute for Public Health.

"When people think of universities, they tend to think of adolescents and young adults, but the world is changing," says Hogan, a professor in the departments of Medicine and Community Health Sciences, and a member of the CSM's O'Brien Institute and the Hotchkiss Brain Institute. "There is a need for universities to move nimbly to be a site of both education and relevant research for an aging population."

UCalgary Provost Dru Marshall agrees. "Universities play a key role in city and community building — and we have a responsibility to make our institution accessible to all."

"We offer a variety of opportunities, programs and initiatives that result in formal or informal learning and discovery," says Dr. Marshall, PhD. "That learning occurs in a variety of spaces that allow people to connect and interact. We strive to provide the physical accessibility necessary for anyone to navigate our campuses — so that everyone has the opportunity to be a lifelong learner."

By joining the Age-Friendly University Network, UCalgary has committed to follow a set of core principles, including encouraging older adults' participation in all aspects of university life, ensuring that the university's research agenda is informed by the needs of an aging society, and enhancing older adults' access to a university's range of health, wellness, and arts programs.

The Age-Friendly designation is a step in the right direction for supporting older adults who, like Larkin-Black, make the choice to go back to school, according to Dr. Ann Toohey, PhD, scientific coordinator of the Brenda Strafford Centre on Aging.

"Baby boomers began to turn 65 in 2011, and with that we are seeing a shift to lifelong learning," says Toohey, an adjunct assistant professor in the Department of Community Health Sciences. "This is a perfect time to revisit the university's ability to serve the population and to address its higher education needs."

Identifying several gaps in the support and services offered to mature UCalgary students, the Centre on Aging has launched



scholarships, funding for catalyst projects, and support for postdoctoral trainees.

"This designation will allow us to continue to advance our mandate to both enhance the health and wellness of older adults, and inform public policy around aging," says Toohey.

The first day of school is nerve-wracking for any student, but for Larkin-Black, the adjustment period was particularly stressful.

"Being an older adult and stepping onto a university campus for the first time, I was already experiencing doubt and anxiety and everything that goes along with that," says Larkin-Black. "And I quickly realized that the campus and the classes themselves were set up for younger students coming right out of high school."

Along with navigating generational differences with her classmates, Larkin-Black also had to work harder to understand the online technology that has become standard in many courses, and she struggled to find scholarships available for mature students.

Larkin-Black overcame the challenges she faced and went on to complete a bachelor of social work, followed by a master of social work over nine years at UCalgary. And as for advice Larkin-Black has for those thinking of going back to school later in life? "Go for it. It's never too late to go for that career that you are really going to love."

The aim of the Brenda Strafford Centre on Aging is to improve the quality of life of older persons through co-ordinated inter-disciplinary research and education, community outreach, and informed public policy. First launched in 2011, in 2016 the Centre moved under the umbrella of the O'Brien Institute for Public Health, to build its capacity to serve as an administrative and collaborative hub for University of Calgary aging research and interdisciplinary educational programming undertaken by the faculties of Kinesiology, Medicine, Nursing, Social Work and others as the Centre grows.

Charitable Programs

The Brenda Strafford Society for the Prevention of Domestic Violence

The 4th Annual Courage Gala Fundraiser for The Brenda Strafford Centre was held on March 7th at Festival Hall in Inglewood and was proudly sponsored by friends of the Centre: Brasso Nissan, Global/Corus Media, and Cold Garden Beverage Company.

Former resident of the Centre, Kathy, shared with the audience her moving story of living with domestic abuse as a single woman and how the Centre supported her journey of healing and in gaining the confidence to move back into the community in September 2018.

This year's event saw record breaking ticket numbers with over 150 in attendance to support the women and children that have left abusive families and call the Centre their home. Attendees were entertained with raffle games, a silent auction, and amazing

food and drinks. Guests of the Gala helped raise over \$32,000 which will go towards supporting the families staying at The Brenda Strafford Centre.

If you were unable to attend the event you can still show your support by visiting BrendaStraffordSociety.com/donate or mail your donation to Box 61141 Kensington Postal Outlet, Calgary, AB T2N 4S6.

"I had the most amazing Counsellor Corinne that was able to tap into my soul and found that funny girl that was hiding in me... wanting to come out! Humor is such a big part of my life now! And now I smile and laugh all the time!"

– Kathy (Former Resident of BSC)



Replace this picture with the one below.



Courage Gala

International Charitable Programs



The Institut started the year very busy, seeing more patients in January, (5,612), than it had in any month during the previous year. However, in February the Institut, and Haiti as a whole, were deeply affected by political protests across the country. For two weeks, nearly all daily activity in every major city was brought to a standstill. During this time, for the safety of patients and staff, the Institut was forced to close its regular outpatient services. However, the brave and committed staff continued to provide 24-hour emergency and in-patient services to ensure we met the needs of the few patients who did come to the Institut. Now, after a calm month of March, the Institut is happy to report that life in Haiti has returned to normal and we continue to provide our full scope of services to over 200 people per day.



Kevin Melanson

L'Institut Brenda Strafford Welcomes New Administrator

In March, The Brenda Strafford Foundation introduced a new Administrator, Kevin Melanson, at The Institut.

Kevin has an extensive education and professional background working in health, management and development. He is passionate about ensuring every person, especially those living in vulnerable situations, has an equal opportunity to live a healthy and prosperous life. Leveraging his leadership and management skills and experience, Kevin has successfully lead multiple programs to deliver high quality outcomes in difficult settings. He has many years of experience working in Haiti and we welcome his expertise at The Institut.



Employee of the Year 2018: Janet Birch

Janet Birch was named 'Employee of the Year 2018.' Janet has demonstrated excellent service during the year. She has constantly gone above and beyond her duty to make sure her patients are comfortable and she is always willing to contribute wherever and whenever possible. Janet works well with her co-workers, is a valuable team member and deserving recipient of the 'Employee of the Year' recognition.

The Village of Hope Volunteer Profile:

Mark Wilson

Board of Directors, The Village of Hope Ltd.

Mr. Mark Philip Wilson was born in Southampton, England and migrated to Jamaica with his family as a child in 1970. He initially lived in Kingston, Jamaica from 1970-1987 where he attended high school at Jamaica College, and later graduated from the University of the West Indies in 1982 with a BSc. (Hons) in Management Studies. Mark moved to Montego Bay in 1987 to manage the IBM dealership in western Jamaica. He later founded his own IT business, Tech Support Limited (est. 1996), providing computer-related products and services to a wide variety of businesses.

Although originally he had only planned to stay in Montego Bay for two years, Mark never left, and has proudly called Montego Bay home ever since. He has tirelessly contributed by giving back to the local community in many ways over the decades. From serving as a longstanding chairperson of his local Home Owners Association, a board member of the Montego Bay Community College, a member of the Good Shepherd Foundation, and a director of The Village of Hope Ltd.

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

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

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

The Village of Hope clinic re-opened in 2018 as the Community Vision Centre of Excellence, operated by Canadian Vision Care in partnership with other local stakeholders, to provide optometry and ophthalmology services to the local population. It aims to



Back: Mark Wilson. Front: Angella Graham (Administrator), Janet Birch, Mike Conroy

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

Mark has many fond memories of his time working with Dr. Strafford over the years. He was always impressed by Dr. Strafford's commitment to a cause, and his mission to serve those less fortunate, dedicated in the memory of his late wife. Mark takes pride in knowing that the memory of Brenda Strafford, and the legacy of Dr. Strafford, will both live on through the continued work of the Village of Hope in Jamaica.

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

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

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

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

"So I do what I can to make my country better. I love Jamaica. I love Montego Bay. This is where I met my wife, life has been good to me here. I would give up any amount of time to support a cause that makes society a better place."

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



The
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Strafford**
Foundation

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