

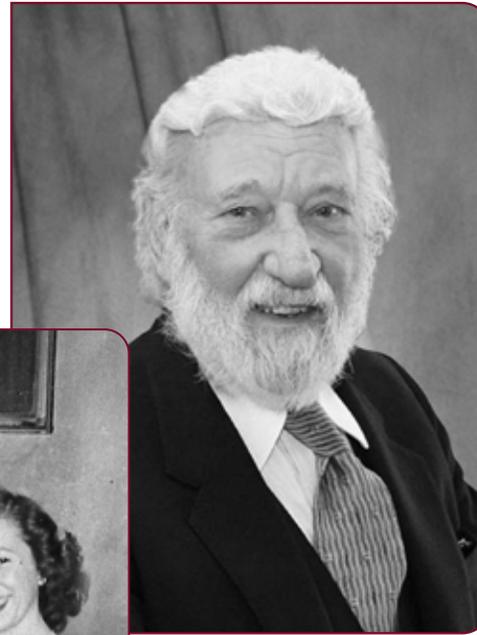


Report To The Community 2021 - 2022

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*

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Message from the Board Chair

On behalf of The Brenda Strafford Foundation's Board of Directors, I wish to extend our sincere appreciation to all staff, residents, families, as well as to our partners and supporters in the community.

The ongoing understanding and support you have all continued to demonstrate despite the many challenges faced throughout the second year of the COVID-19 pandemic has been remarkable. The Foundation continues 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.

In 2021, the Foundation announced the planned retirement of former President and CEO Mike Conroy.

Mike joined BSF in February 2014 as President and CEO to replace our retiring founder, the late Dr. Barrie Strafford. During his time with BSF, Mike made a tremendous contribution to its growth and success. Under his leadership the Foundation has continued to build upon its long history of achievements and reputation as a leader in providing innovative seniors' care and services. We are, of course, very sorry to see Mike leave, but we are grateful for his outstanding commitment and contributions to the Foundation.

In 2021, the Board conducted an extensive national search to recruit a new President and CEO and on February 28, 2022, we were pleased to welcome Tony Weeks to this role.

With an accomplished career in health and long-term care, Tony most recently served as President and CEO of three New Brunswick companies focused on long-term care, senior's living, and aging research. The Board is pleased to work with Tony to continue advancing BSF's mission as a charitable organization to be an innovative force, providing high quality person-centred care and services to optimize well-being and enrich people's lives. We are confident that with his proven track record of leadership, quality improvement, innovation, and alignment with BSF's core values, Tony will continue to effectively guide the Foundation in support of this mission.

As the Foundation continues to evolve, we remain guided by Dr. Strafford's philosophy: *'The preservation of dignity and the pursuit of happiness.'*

Thank you once again for your ongoing support of The Brenda Strafford Foundation and your steadfast commitment to continue the legacy that Dr. Strafford dedicated his life to. As a Board, we continue to feel a great sense of pride in the far-reaching impacts of the important work taking place throughout all aspects of the Foundation's operations and charitable activities.



Clayton Sissons
Board Chair





Message from the CEO

On February 28, 2022, I proudly joined The Brenda Strafford Foundation team inspired by the words of BSF's philosophy: The preservation of dignity and the pursuit of happiness.

After only a short time at BSF, I have seen this philosophy come to life! They are no longer just inspirational words I see written on a page. This awesome philosophy has been brought to life by the awe-inspiring actions I have seen firsthand through the important work of our people.

Firstly, how fortunate am I to arrive at an organization that, in my first six weeks, aced an Accreditation with Exemplary Standing.

This achievement is a testament to the leadership of my predecessor, former CEO Mike Conroy, and a testament to the BSF's entire leadership team and staff. It is a reflection of the organization's commitment to quality, and more importantly, continuous quality improvement. Because no matter how exemplary an organization may be at a given point in time, there is always room for innovation. There are always advances in best practice, and there will always be opportunities to keep driving leading-edge standards of quality and excellence.

It is this commitment to quality and an inherent culture of innovation that inspired the Foundation's new strategic plan in my first three months as CEO.

I arrived at a time of transition between strategic plans, as the former plan, known as 'Pursuit 2021,' drew to a close. Everyone involved should feel a great sense of pride in the significant growth and many achievements guided by the successful Pursuit 2021 strategy. This annual report showcases the highlights achieved throughout 2021-22 as the final year of that strategy.

As the incoming CEO, it was an opportune time for me to be able to lead the process as the organization turned its attention towards developing a strategic plan for the next three years. A bold new strategy that continues to build upon the recent track record of growth and success, not to mention, a rich and impressive long-standing history. Honouring and driven by BSF's vision, mission and values, 'Pursuit 2025: The BSF Way' was launched in 2022. We proudly introduce this new strategy at the end of this report (see page 27).

As we move forward with year one, I look forward to sharing more about the impact of this new strategy in pursuit of some ambitious new priorities imagined through consultation and engagement with staff, leadership, residents, families, clients, and other partners and stakeholders.

On behalf of BSF's Senior Leadership team, I extend sincere appreciation to you all for your invaluable contributions to BSF once again this year.

And I personally thank you for your warm welcome to BSF so far. I look forward to experiencing many more awe-inspiring moments with you, as I continue to observe the philosophy that inspires us all living on in the important work of The Brenda Strafford Foundation.

A handwritten signature in black ink, appearing to read 'Tony Weeks'.

Tony Weeks
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 another year of significant change and growth for The Brenda Strafford Foundation. Although our father is dearly missed, our family takes great pride in continuing to be part of this important family legacy. We know that our father would also be proud of the Foundation's ongoing evolution and impact.

A lot has changed in the past year, and over the six years since his passing.

We would especially like to acknowledge the excellent leadership of Mike Conroy over this time and thank Mike for his dedication to the Foundation, as we wish him all the best for his retirement.

In the past year, BSF has come to the end of 'Pursuit 2021' and over the course of this three-year strategic plan, as a family we are proud to have seen considerable growth with the opening of two new sites at Cambridge Manor and Clifton House. We have also had the opportunity to proudly share in countless other impressive achievements celebrated throughout the Foundation during that time.

Also in the past year, there has been a strong and inspiring renewed focus on the 'BSF CARES' charitable activities for social impact that are outside of the important work we continue to do in seniors and aging care, research, and innovation. This includes the healthcare operations that our father established in Haiti, Jamaica, and Dominica, and it also includes social support services that address unmet needs for vulnerable populations in the local community.

Notably, The Brenda Strafford Society for the Prevention of Domestic Violence that was established by our father in 1996 has merged within the Foundation to become a united organization – known now as the Heart Home Network. Our family is pleased that this important and impactful work will continue within the Foundation, providing housing and support for women and children leaving family violence.

We are especially grateful to Linda McLean, Executive Director, and the entire Heart Home Network team who have continued to work tirelessly and with ongoing dedication and compassion to ensure the day-to-day operations of the shelter and its many programs continue to operate at the highest standard for clients.

We would also like to thank all staff throughout the Foundation's seniors care services for their commitment to our residents and families during another year which has experienced ongoing challenges on the frontline of the COVID-19 pandemic. To achieve a renewed Accreditation with Exemplary Status is remarkable at the best of times, so to have achieved this feat despite the challenges faced during the pandemic is especially significant. We are proud of the high quality and important work you do every day that makes an achievement like this possible.

Last but not least, in the past year the Foundation has welcomed Tony Weeks as the new President and CEO. The introduction of an ambitious new strategic plan, 'Pursuit 2025,' will guide the Foundation forward over the next three years, and marks the start of a new era.

While our family is proud to be part of the history of The Brenda Strafford Foundation, we are also proud to be part of its future and continuous evolution. As we continue to strive for the "Preservation of Dignity and the Pursuit of Happiness," we continue to build upon the legacy our father, Dr. Barrie Strafford, created in our mother Brenda Strafford's name.

And as we always continue to say, Dr. Strafford believed the Foundation's greatest asset was its people! Thanks to the hard work and dedication of the Foundation's people – from the guidance of the Board and Leadership team to the dedication and compassion of the employees and support of the community – the legacy of The Brenda Strafford Foundation remains strong!

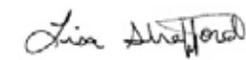



Miles Strafford




Roxanne Sissons




Lisa Strafford

History of The Brenda Strafford Foundation

Serving Seniors and Those In Need Since 1975

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

Diversifying Into International Healthcare

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

Research on Aging at the University of Calgary

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

Championing the Prevention of Domestic Violence

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

After 26 years of operating independently, in 2022 the Society officially merged with The Brenda Strafford Foundation to form a united organization now known as 'Heart Home Network.'

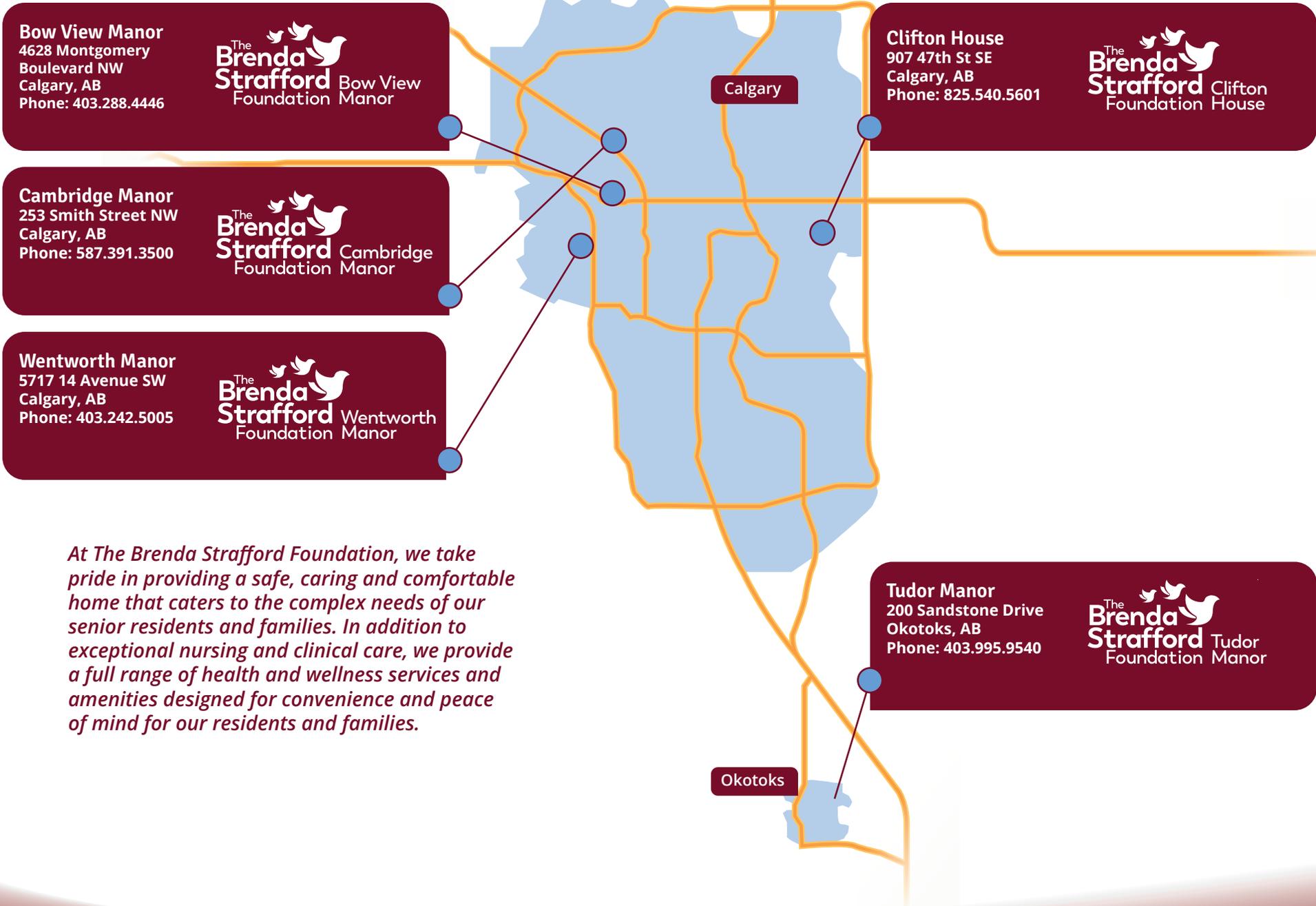
The Brenda Strafford Chair in the Prevention of Domestic Violence (2007) supports research at the University of Calgary.

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) replaced by Clifton House (2022), Tudor Manor (2012), and Cambridge Manor (2020).



Enhancing Seniors Care



Bow View Manor
4628 Montgomery
Boulevard NW
Calgary, AB
Phone: 403.288.4446

The
**Brenda
Stafford**
Foundation
Bow View
Manor

Clifton House
907 47th St SE
Calgary, AB
Phone: 825.540.5601

The
**Brenda
Stafford**
Foundation
Clifton
House

Cambridge Manor
253 Smith Street NW
Calgary, AB
Phone: 587.391.3500

The
**Brenda
Stafford**
Foundation
Cambridge
Manor

Wentworth Manor
5717 14 Avenue SW
Calgary, AB
Phone: 403.242.5005

The
**Brenda
Stafford**
Foundation
Wentworth
Manor

Tudor Manor
200 Sandstone Drive
Okotoks, AB
Phone: 403.995.9540

The
**Brenda
Stafford**
Foundation
Tudor
Manor

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.

COVID-19 Pandemic Response

Throughout 2021-22, our number one priority remained focused on prevention and containment of the COVID-19 virus, as seniors care homes continued to be Canada's epicentre for the most severe outcomes of COVID-19.

Despite the many restrictions faced by the Chief Medical Officer of Health's Orders for Continuing Care, and the provincial public health restrictions for the community as a whole, BSF 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.

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!



Board Chair Commendation Awards for Exceptional Response to the COVID-19 Pandemic

The Board of Directors extends their sincere gratitude to everyone throughout BSF for their ongoing exceptional response to the COVID-19 pandemic. From the leadership team to the frontline staff, across all departments, and all sites, the outstanding teamwork, dedication and compassion you have all continued to demonstrate has been truly remarkable.

In September 2021, the Board of Directors was pleased to recognize the exceptional contributions of various staff members from different departments, and across different sites, with a special Brenda Strafford Foundation Board Chair Commendation Award.

These individuals from throughout The Foundation were nominated for their outstanding responses during the COVID-19 pandemic.



Peter Fraser
*Occupational Therapist,
Bow View Manor*

For being instrumental in Bow View Manor's response to the COVID-19 pandemic by demonstrating leadership to promote an interdisciplinary approach to quality of life for residents, families and staff and exemplifying The BSF Way.

Paul Letourneau
*Chef and Kitchen Coordinator,
Wentworth Manor*

For being instrumental in Wentworth Manor's exceptional response to the COVID-19 pandemic by embodying The Foundation's mission striving to continue to provide high quality person-centred care and services to optimize well-being and enrich people's lives.

Sarah Richardson
*Receptionist,
Tudor Manor*

For being instrumental in Tudor Manor's exceptional response to the COVID-19 pandemic by demonstrating an unwavering commitment to support the safety and well-being of residents and families and always being prepared to go above and beyond to support the needs of the team.

Mumtaz Hamirani
*Program Manager,
Cambridge Manor*

For being instrumental in Cambridge Manor's exceptional response to the COVID-19 pandemic by always putting the needs of residents, families, and the team first and leading by example when encountering challenges with humility, dignity and compassion.

Cheryl Joel
*HCA Educator,
Clifton Manor*

For being instrumental in Clifton Manor's exceptional response to the COVID-19 pandemic by always putting the needs of residents and teammates first, exemplifying The Foundation's Value of 'People First,' and inspiring 'BSF Strong' team spirit.

Leo Escandor
*Executive Director,
Clifton Manor*

For being instrumental in Clifton Manor's exceptional response to the COVID-19 pandemic by navigating through challenging and complex circumstances with a strong leadership presence and dedication to the well-being of residents, families, and staff.

Cycling Without Age

Cycling Without Age Canada (CWACA) is a national organization aimed at reducing social isolation and increasing both mental and physical health for all Canadians. Using specialized electric pedal-assisted trishaws each bicycle can carry up to two passengers on an adventure previously unimagined.

The Brenda Strafford Foundation is proud to be the first seniors' care provider in Canada to introduce the program and trishaw bikes within all five of our seniors' care sites across our organization. We are grateful for the support of the Cycling Without Age Calgary Chapter for their assistance in introducing the Cycling Without Age program and trishaw bikes at our sites.



“I love it! I felt free.”

Mary Paterson,
Resident, Bow View Manor

“As Recreation Therapy professionals, we are always trying to think outside the box on how to engage residents with new and innovative programs that remove boundaries to leisure and optimize quality of life. That’s why we were absolutely thrilled to receive a donation of a trishaw from the Cycling Without Age organization, not only to provide our residents with an exciting new experience, but to further enhance their opportunities to enjoy the great outdoors!”

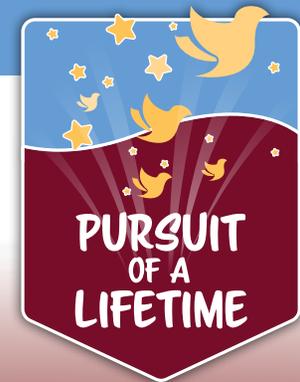
Sherry Little,
Manager of Therapeutic Recreation at Tudor Manor



Pursuit of a Lifetime

BSF is proud to continue our 'Pursuit of a Lifetime' initiative, first launched in 2020, designed to inspire our residents to continue dreaming and pursuing their passions and goals.

The ongoing impact of COVID-19 meant that we had to adapt this program to work within the current pandemic environment during 2021-22. 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!



Tudor Manor resident Michael Ayles was able to experience the adrenalin and excitement of a dog sledding adventure thanks to his Pursuit of a Lifetime wish!



Accreditation with Exemplary Status

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

Throughout 2021-22, as operations began to stabilize during the second year of the pandemic, we also turned our attention to preparation for the Accreditation Canada external survey in April 2022.

BSF proudly met 99.6% of the applicable assessment requirements. There were 698 applicable criteria that we were assessed against over 6 standards – and BSF successfully met 695 out of the 698 applicable criteria. This is a remarkable achievement, and we are pleased to have received official declaration of our Accreditation with Exemplary Standing from Accreditation Canada in 2022.

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

Thank you to all of our staff, residents, families, volunteers and partners for your ongoing dedication and support, not only during the accreditation process, but every day, as we strive to provide the highest standard of care and service excellence. Together, we are achieving our philosophy: The preservation of dignity and the pursuit of happiness.



Fund Development Spotlight on: Healthcare Excellence Canada

LTC + Acting on Pandemic Learning Together Program

BSF is grateful for the support of Healthcare Excellence Canada's LTC + Acting on Pandemic Learning Together Program. Their grant of \$50,000 in 2021 was a remarkable investment in our residents contributing to their preservation of dignity and pursuit of happiness.

Specifically, funds went towards enhancing outdoor spaces to provide increased opportunities for resident and family interactions at Wentworth and Bow View. While Tudor, Cambridge and Clifton all received support to help fulfill Pursuit of a Lifetime wishes.

One such wish at Cambridge Manor was for more drumming equipment. In recent years, drumming has become increasingly popular and has helped improve social cohesion, reduced tension and anxiety, and incited laughter and good humour! Cambridge Manor has a very active drumming circle, and when it is in full swing, the room is alive with deep, powerful booming, and laughter. And it is 'standing room only' to attend a session!

Thank you Healthcare Excellence Canada for helping us in our mission to optimize well-being and enrich people's lives.



Introducing Clifton House

Staff, residents, and families at Clifton Manor looked on with much excitement as construction of the new Clifton House site continued to take shape throughout 2021-22, and as everyone prepared for opening day and the big move.

The highly anticipated Clifton House first broke ground on construction in February 2020, located across the street from BSF's existing Clifton Manor Long Term Care (LTC) site in Forest Lawn, SE Calgary. Opening Day (April 4, 2022) was another significant milestone for BSF as we welcomed the first residents who now proudly call Clifton House their new home.

When fully commissioned, Clifton House will be home to a total of 175 residents, with both Supportive Living (SL) and LTC services in partnership with Alberta Health Services (AHS) to better support residents to age-in-place as their care needs change in time. The new site is also home to Clifton's specialized KINDD program for adults aging with a developmental disability living in continuing care, as well as a secure neighbourhood for specialized dementia care. Clifton's Adult Day Program now also operates from the new Clifton House, providing respite and support to clients living in the community.

The decommissioning and demolition of the existing Clifton Manor site marks the end of an era for Clifton Manor, The Brenda Strafford Foundation, and the surrounding Forest Lawn community as Clifton Manor had become an established fixture in the local neighbourhood.

Previously known as the Forest Grove Care Centre, it was originally built in 1972 and later became known as Clifton Manor when it was acquired by BSF in 2010. Since that time, Clifton Manor focused on ensuring high-quality and person-centred care and services for residents and families served within the site, while also building strong partnerships within the surrounding Forest Lawn community.

BSF's future plans for redevelopment of this site will build on this strong foundation of community partnerships as we now turn our attention to developing a bold and innovative new vision for its future growth. Combined with Clifton's established place within the community, it will also serve our strategic goal to support a more 'Elder Friendly Community' in the surrounding Forest Lawn.

Congratulations to the entire Clifton team and thank you to everyone who has been part of this journey so far contributing to the new Clifton House becoming a reality.

As BSF embarks upon our strategic plan for the next three years, we look forward to seeing how Clifton House and the future redevelopment plans of the previous Clifton Manor site will continue to create great impact in the community.



Clifton House under construction



Welcoming the first resident to arrive at Clifton House



Welcoming the first resident to arrive at Clifton House



Team members on opening day

The **Brenda Strafford** 2021 Golf Classic
 Foundation Presented By SGP & Medical Mart

THANK YOU

More than \$100,000 raised at the BSF 2021 Golf Classic!

We are overwhelmed by the generosity of our friends and business partners, and wish to thank them and our residents and staff for supporting the BSF 2021 Golf Classic presented by SGP and Medical Mart.

Thanks to you we raised more than \$100,000 in support of resident outdoor gathering areas at our manors. This is outstanding and will go a long way toward improving our activities and outdoor landscapes. What a great show of support!

From a hole sponsorship to presenting status, we deeply appreciate our sponsors and are proud to recognize them as supporters of the BSF.

Presenting Sponsors



Gold Sponsor



Silver Sponsors



Bronze Sponsors



Breakfast Sponsor



Lunch Sponsors



Chief Financial Officer, Karyn Golem, with the TD Financial and 8760 Expense Management team.



Clayton and Roxanne Sissons with sponsors and players at the putting contest.



Winning Team: Liam McFadden and Robert Cowan from Chandos and Shane Bassen from Vanderpols Eggs with a score of 57 plus a count back.



Strafford family members Miles Strafford (left) and Joel Vorra (second from right) and teammates.

Hole Sponsors

- Beutel, Goodman & Company
- Bow Valley College
- Carbert Waite
- Ecolab
- Goodfellow Schuettlaw
- Hamilton and Partners
- HBI Haworth
- Insight
- Mawer Investment Management

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- S2
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- Truman
- Westport Manufacturing

Kiosk, Wine and Beverage Sponsors

- Handicare
- Rosewood College
- Servpro

Hole-in-one Sponsors

- Fortinet
- Volunteer Sponsor

The Brenda Strafford Foundation is committed to providing encouragement to employees and supporting their continued growth. One way BSF confirms this commitment is through the Employee Education Reimbursement Fund.

"I love working at BSF as a nurse. It has great team work, a supportive, learning and positive environment, and opportunity to grow and progress within the company. Working with BSF has helped me get reimbursement for my educational costs so I can be more focused on my education."

Roopa Rana, Licensed Practical Nurse



"Receiving the reimbursement has been amazing for me in my educational career thus far. I feel lucky to have a foundation that encourages me to not only further my education, but also assists me with the payments to my educational institution, so I am able to excel in my career."

Sarah Allen, Rec@Home Virtual Program Coordinator



BSF Cares: Charitable Activities for Social Impact

Along with our charitable activities in seniors care and living and focus on research and innovation to support healthy aging and aging care, BSF endeavors to create further positive social impact by directly addressing unmet health and social support needs in disadvantaged populations to optimize well-being and enrich people's lives.

Continuing the philanthropic legacy of BSF's founder, Dr. Barrie Strafford, our social impact activities cater to the needs of humanity.

We operate and support innovative programs and services across diverse demographics and geographic regions. Current initiatives range from directly assisting women and children in the Calgary area experiencing family violence, to partnering with organizations to improve access to specialized medical care in the Caribbean. In all we do, we strive to ensure that our initiatives will have a positive and lasting impact in the eyes of those we serve.

As a charitable organization, all of our activities are guided by our philosophy: The preservation of dignity and the pursuit of happiness.

Introducing Heart Home Network



In 2022, after 26 years of operation as an independent registered charity The Brenda Strafford Society for the Prevention of Domestic Violence officially merged with The Brenda Strafford Foundation effective April 1, 2022, to form a united organization now known as Heart Home Network.

As a founding partner, BSF has proudly supported the Society as a separate registered charity in its vision for 'a community free from family violence.' We look forward to continuing to work together in this new capacity, operating within BSF as Heart Home Network, further supporting this important work to improve the lives of at-risk people who have experienced family violence to live safely and successfully in the community.

From its beginnings founded in seniors care operations and growth to support research and innovation in seniors care and seniors health, the Foundation has expanded its focus over the past 45 years to also support various charitable initiatives locally and internationally. With the common purpose of serving vulnerable populations with unmet needs, everything we do is guided by the philosophy - *The preservation of dignity and the pursuit of happiness.*

It is this philosophy that led Dr. Strafford to establish The Brenda Strafford Society for the Prevention of Domestic Violence in 1996. As a separate registered charity, the Society was founded specifically to address the need for long term accommodation and support for women and children that have experienced family violence as they exit emergency shelters in Calgary.

The relationship between the Foundation and the Society has continued to evolve. Through the current merging of these two previously separate legal entities, now uniting within BSF as Heart Home Network, together we will continue to evolve as we explore new opportunities and streamline our operations to allow for further growth and impact.

The day-to-day operations of the Centre will not be impacted; we will continue to provide shelter, housing and supports for women and children impacted by domestic violence - supported by the 'BSF Cares' strategy for charitable initiatives and social service delivery separate from BSF's seniors' care operations.

Guided by the values and philosophy of the Foundation, we will ensure we continue to provide the highest standard of services for clients and honour the important roles and contributions of Heart Home Network and its highly valued people and stakeholders.

Local Charitable Programs



25th Anniversary Celebration

The Brenda Strafford Society for The Prevention of Domestic Violence (the Society) was founded by Dr. Barrie Strafford and The Brenda Strafford Foundation in 1996, in response to the dire need in Calgary for long term accommodation and substantial supports for women and children exiting emergency shelters.

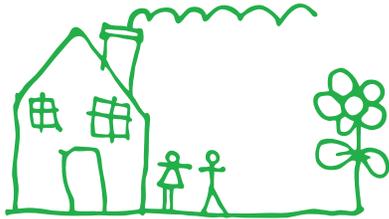
The Brenda Strafford Centre, named for Dr. Strafford's late wife, initially opened in 1996 as a second-stage shelter for women and children leaving emergency shelters. In 2010, the Centre expanded to also include progressive housing to further support women and children impacted by domestic violence.

In 2021, the Society and Centre celebrated its 25 Year Anniversary.

BSF is proud to have supported the Society for the past 25 years and is proud of the growth, accomplishments and impact that the Society and Centre have achieved since first established. Throughout its history, the Centre has evolved to be one of the largest post-emergency shelters in the country in its mission to support people at risk who have experienced family violence to live safely and successfully in the community.

Brenda's House

In partnership with the Children's Cottage Society



CHILDREN'S
COTTAGE
SOCIETY

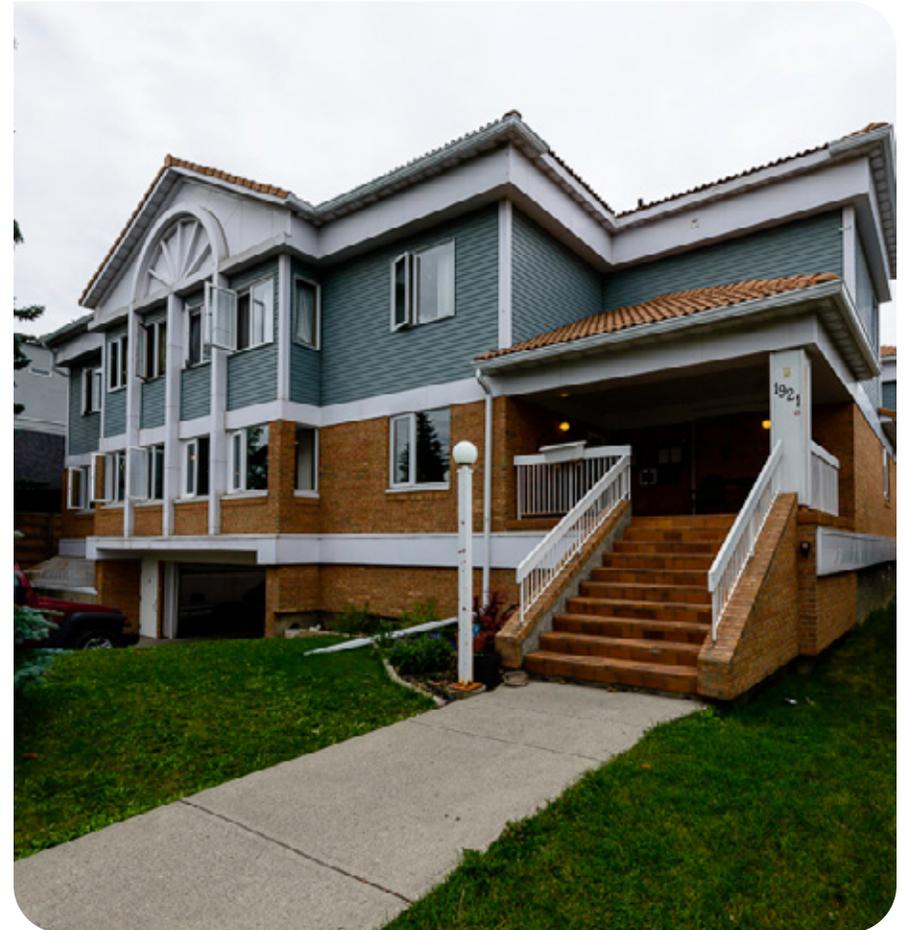
Since 2009, Brenda's House, located in southwest Calgary owned by BSF and operated by the Children's Cottage Society (CCS), has provided emergency shelter and support services for families facing homelessness. Supporting up to 14 families at a time, families can be together in a safe, home-like environment that includes their own bathroom, access to on-site laundry facilities and three healthy meals each day.

Angela, Marco and their two children Valeria (3 years) and Diego (5 months) were recently evicted and were accepted into Brenda's House, a shelter for families experiencing homelessness. They were settled into a family room and during their stay were supported with all basic needs

and 24-hour support by trained staff. A housing assessment was completed and they were connected to HomeLinks with a case manager who helped them navigate the housing process. They also received support to access resources, financial assistance, and other programs run by CCS such as In-House Infant Respite to provide skilled child care and Home Visitation to provide support settling into their new home and with learning new parenting strategies.

2021-22 by the numbers at Brenda's House:

- 144 - children served
- 89 - families served
- 35 - average days to get families into new housing



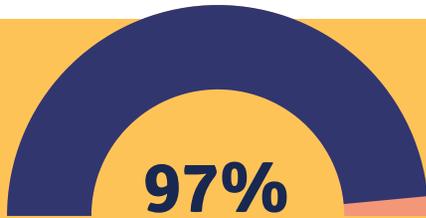
International Charitable Programs



Thank you to all of our patients and supporters who trusted us in our charitable mission to provide high quality services to improve the lives of people in Haiti during the difficult year of 2021.

53,525

Consultations Provided



97%

Patients Satisfied

(917 patients surveyed)

1,686

Surgeries Performed



926

Patients cared for while hospitalized



3,830

Glasses Provided



189

Student Internships



42

Employees supported with house repairs after the earthquake on August 14th



Haiti Earthquake 2021: Institut Brenda Strafford Emergency Response

On August 14, 2021, a massive 7.2 magnitude earthquake struck southern Haiti, causing devastation in this underserved area of the Caribbean. The earthquake damaged or destroyed 120,000 homes, injured 12,000 people, and caused 2,200 deaths, leaving 650,000 people in need of humanitarian assistance.

Unfortunately, the Institut Brenda Strafford (IBS) in southern Haiti, owned and operated by BSF, was significantly affected by the earthquake. Many buildings at IBS and homes of our 108 staff were damaged by the earthquake.

Serving the people of Haiti in partnership with the Ministry of Health since 1982, Institut Brenda Strafford is Haiti's largest charitable medical facility specializing in eye, ear, nose, and throat care, providing 5,000+ consultations in a regular month.

While some services were disrupted by the earthquake, our dedicated staff went into action, providing emergency medical care under tarps and tents in the moments immediately after the earthquake. Numerous people in the community were forced to take shelter in makeshift tents or unsafe houses, with some of our staff taking refuge on IBS grounds. BSF also provided relief to IBS staff as they continued to provide medical care for others, while trying to recover from significant losses in their own lives.

Our priorities in the earthquake response included:

- Ensuring the continued safety of our staff and patients
- Continuing the provision of medical services and reestablishment of all services
- Safe repair of damaged infrastructure
- Supporting our staff in their recovery efforts
- Ongoing collaboration with the Ministry of Health and other organizations to support earthquake response efforts in the region

Immediate highlights achieved in the first two months following the earthquake (as at October 2021) included:

- Provided 7,400+ medical consultations
- Filled 8,500+ prescriptions for medication
- Distributed donated tents, tarps, food and water to staff and others in need
- Provided shelter on campus to staff in need
- Coordinated structural assessments for IBS buildings and the houses of 45 employees
- Completed minor repairs to the outpatient clinic and outpatient surgery areas, enabling most services to return to their normal spaces
- Started reconstruction of collapsed property walls
- Provided Foundation Tous Ensemble, a Haiti-based nonprofit organization whose clinic was damaged, with space to provide their physical rehabilitation services on IBS grounds
- Provided valuable local insight to international organizations responding to the earthquake
- Collaborated with the Ministry of Health to make COVID-19 vaccines available on-site at The Institut

In the aftermath and the long road to recovery from this tragic event, BSF and IBS remain committed to helping the people and our staff in Haiti.



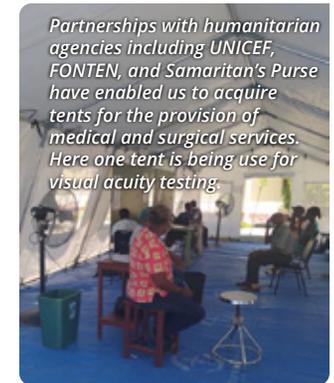
In 2020, Institut Brenda Strafford opened the new Pre-Consultation Area, made possible by generous donations. This new space was one of the few buildings at the Institut not severely affected by the earthquake. It was able to be quickly re-purposed, enabling us to provide emergency shelter, medical care and surgeries in a safe and dignified space during our disaster response.



Reopening the Outpatient Clinic. Earlier in 2021, donor support helped us to replace the roof of the Outpatient Clinic – now one of the first spaces we have for safe use after the earthquake.



A staff member of Institut Brenda Strafford stands outside their home that was destroyed during the earthquake.



Partnerships with humanitarian agencies including UNICEF, FONTEN, and Samaritan's Purse have enabled us to acquire tents for the provision of medical and surgical services. Here one tent is being use for visual acuity testing.



Repairs in progress at the Outpatient Clinic.



Hope Hospice

Since 1997, BSF's Village of Hope has provided hospice and palliative care for HIV, cancer, and other patients at Hope Hospice, a 22-bed facility in Montego Bay, Jamaica.



In partnership with the Government of Dominica

Since 1986, the Brenda Strafford Eye Centre in Roseau has provided Ophthalmology services in partnership with the Princess Margaret Hospital, the only large acute care hospital in Dominica. Four primary care medical clinics built by BSF enhance access to important health promotion and disease prevention services through Dominica.

In October, 2021, The Foundation signed a Memorandum of Understanding to support ophthalmology services at the new Dominica-China Friendship Hospital on the site of the Princess Margaret Hospital.

"The agreement will provide state of the art equipment for our ophthalmology department thereby developing an eye care centre of excellence in the region. For this, we are grateful and look forward to continued collaboration with friends of Dominica."

Dr Irving McIntyre,
Minister of Health, Wellness and New Health Investment.

Community Vision Centre of Excellence

In partnership with Canadian Vision Care and Lions Club of Montego Bay

In 2018, Canadian Vision Care (CVC) and Lions Club of Montego Bay partnered with BSF to establish the Community Vision Centre of Excellence at BSF's Village of Hope in Montego Bay, Jamaica. The focus of CVC is to change lives through sight by providing affordable, comprehensive, and integrated eye care.

CVE services given to the people of Jamaica 2021

Adult patients seen; eye exams performed	609
Child patients seen; eye exams performed	32
Pre-operative assessments performed	10
Post-operative assessments performed	20
New Glaucoma cases found; treatment started	73
Pterygium cases seen	213
Pterygium Surgery performed	10
Retina cases seen; referrals given	25
Cornea cases seen; referrals given	9
Conjunctivitis cases seen, treated	4
Glasses Rx ordered	349
Readers Rx filled	28
Sunglasses given away	+/- 350



Research at the University of Calgary

The Brenda Strafford Centre on Aging

Exploring Older Adults' Views on Falls

Dr. David Hogan has had a long-standing interest in fall prevention from both a research and clinical perspective. In 2021, he joined the Task Force on Global Guidelines for Falls in Older Adults (worldfallsguidelines.com).

The Task Force is made up of a team of experts in fall prevention and management representing 35 countries and 5 continents with the aim to provide evidence-based guidelines that are feasible from a world-wide perspective. Dr. Hogan's efforts ensured that the experiences and perspectives of older persons were considered by the group in the formulation of their recommendations.

To assist with this process the University of Calgary's Brenda Strafford Centre on Aging was pleased to welcome Bachelor of Health Sciences student Ghozllane Selouani to the team to research themes and insights from the international literature on how older adults view falls. This information will inform whether older adults believe falls are a serious health concern, how strongly they feel that falls can be prevented, and what they might be willing to consider doing in trying to avoid them.

This Centre-led review will inform the global fall prevention guidelines being produced by the international group of experts.

Innovative Solutions for Healthy Aging Conference

In November 2021, a two-day international Symposium in partnership with University of Calgary and Linnaeus University (Sweden) brought together interdisciplinary researchers and key stakeholders from the community and beyond to:

- Enhance and encourage exchange and discussions
- Facilitate future collaborations underpinned by principles of co-design/co-creation

The symposium provided valuable networking for researchers in this field in Canada and Sweden, to build new research collaborations for future co-design, co-creation, and evaluation of technological solutions to advance healthy aging across the themes of:

- Physical Literacy
- Virtual Reality
- Exergaming
- Emerging Technologies

Thinking "Small" for Facility-Based Continuing Care in Alberta

In the wake of the COVID-19 pandemic, improving ways of delivering facility-based continuing care in Alberta is top-of-mind for many. André Picard's national bestseller "Neglected No More," and reports like "Restoring Trust" and the recently released provincial report on facility-based continuing care in Alberta all point to the urgent need for new care delivery models. Yet, there is debate on what specifically should be done to address the noted deficiencies and practical barriers to implementing novel approaches within our current facility-based continuing care system.

On December 9, 2021, the University of Calgary Brenda Strafford Centre on Aging hosted a virtual public event to explore non-traditional small nursing homes as a prospective solution that has captured the public's imagination. Keynote speakers discussed one such model, The Green House Project, which has been successfully adopted across the US and bears consideration in Canada as well. Our expert panel representing diverse perspectives discussed how they see this model responding to the call for change and what the enablers and barriers are to its adoption in Alberta.

Audience members also learned about local work regarding small home alternatives led by Dementia Network Calgary that is already underway.

Moderator

- Dr. David Hogan, Academic Lead, Brenda Strafford Centre on Aging

Keynote Presenters

- Susan Ryan, Senior Director, The Green House Project
- Dr. Sheryl Zimmerman, Director of Aging Research, School of Social Work, University of North Carolina

Panelists

- Dr. Carole Estabrooks, Professor, Faculty of Nursing, University of Alberta
- Dr. Lorian Hardcastle, Associate Professor, Faculty of Law, University of

Calgary

- Mike Conroy, President & CEO, The Brenda Strafford Foundation

Dementia Network Calgary

- Kim Brundrit, Collective Impact Lead, Dementia Network Calgary



The Brenda Strafford Foundation Chair in Geriatric Medicine

Established: 1987

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

BSF congratulates Dr. Jayna Holroyd-Leduc for being recognized by Women's Executive Network (WXN) as one of Canada's 100 Most Powerful Women 2021.



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*



The Brenda Strafford Chair in the Prevention of Domestic Violence

Established: 2007

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

Engaging Caregivers of Teens to Prevent Teen Dating Violence

Approximately 1 in 3 Canadian youth who had dated experienced and/or used teen dating violence (TDV) in the past 12 months. Both victimization and perpetration rates were highest among non-binary youth (as compared to cisgender male and female participants). Overall, use and experience of TDV was related to being a member of a marginalized group (e.g., racialized group).

TDV negatively affects the physical, emotional, and social wellbeing of teens and their families, including depression, anxiety, suicidality, problematic substance use, sexual health issues, eating disorders, and injury.

Although TDV is pervasive and harmful, many caregivers of teens are not aware of TDV, nor are they discussing TDV and TDV prevention with their teen children. This is concerning as research demonstrates that caregivers can play an important role in preventing TDV by teaching their teen children the skills and knowledge to develop and maintain healthy relationships.

Over the past three years Shift researchers have specifically focused on engaging parents/ primary caregivers as a primary prevention strategy to prevent teen dating violence. Included in this work was a literature review to identify programs/initiatives that engage caregivers in the prevention of teen dating violence, understand the extent to which caregivers participate in these programs/initiatives, and to understand factors that impede and promote their participation.



Shift partnered with PREVNet (Canada's Healthy Relationships Hub) to publish a brief that summarizes our most recent findings and describes Shift's ConnectED Parents approach to creating environments and social conditions that engage caregivers in promoting healthy youth relationships. Through PREVNet, researchers, community practitioners, and educators from across Canada can access the brief and learn about effective ways to support caregivers.

We are excited to partner with PREVNet to share our findings and support the scaling of effective approaches with caregivers. To download the brief, or if you would like to learn more about Shift's initiative to engage caregivers to prevent teen dating violence visit: preventdomesticviolence.ca

Source: Lee, L., Wells, L., & Gray, S. (2021). Engaging Caregivers of Teens to Prevent Teen Dating Violence. PREVNet. Retrieved from: youthdatingviolence.prevnet.ca/resources/program-implementation

2021-22 Board of Directors

Clayton Sissons BA, LLB (Chair)

Gary Duke C. Tech

Wayne Giles PhD

David Hogan MD

Norma Jackson RN, BN

Noreen Linton

Hilary McMeekin

Fazilah Shariff MSW, MHA

Roxanne Sissons RN, BN

Tim Stauff PEng, MBA

Joel Vorra CPA, CA

Finance Committee

Committee Members:

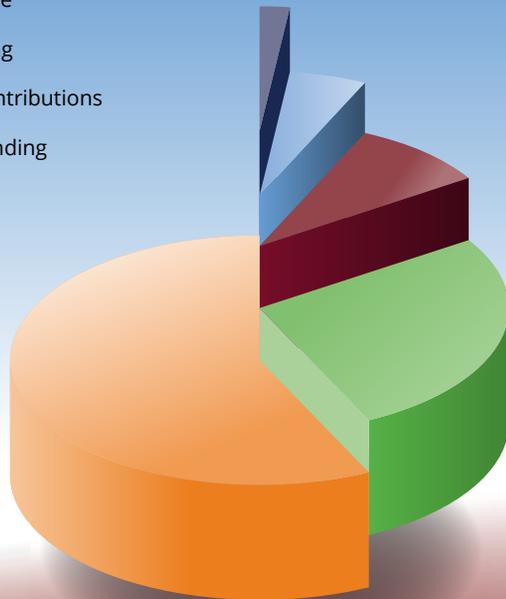
Clayton Sissons (Chair)
 Gary Duke
 Wayne Giles
 Joel Vorra

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.

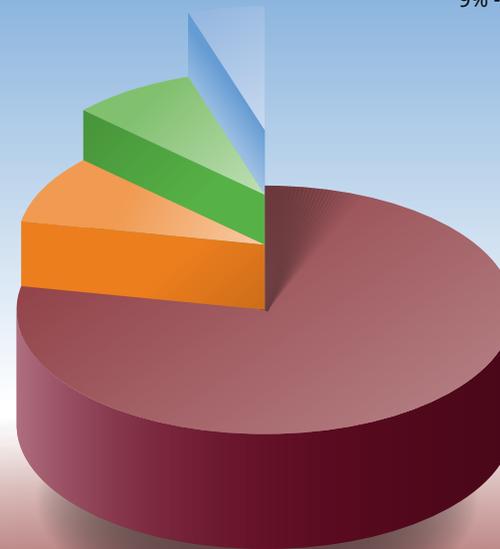
2021-22 Source of Revenue

- 2% - Investment Income
- 5% - Other Revenue
- 9% - COVID Funding
- 27% - Resident Contributions
- 57% - Program Funding



2021-22 Expenditures

- 5% - Community & International Support Programs
- 7% - Administration
- 9% - COVID Expenditures
- 79% - Seniors Health



Governance Committee

Committee Members:

Gary Duke (Committee Chair)
Hilary McMeekin
Fazilah Shariff
Clayton Sissons

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.

2021- 22 Highlights:

- Oversight of the BSF Cares annual plan for charitable initiatives and formation of the BSF Cares Board committee to guide support for charitable endeavours in line with The Foundation's philosophy, objectives, guiding principle and regulatory requirements
- Reviewed the risks and opportunities of a changing relationship with The Brenda Strafford Society for the Prevention of Domestic Violence and support the governance requirements related to the merger of the Society becoming one entity within the Foundation
- Ongoing review and consideration of The Foundation's risk register
- Supported the leadership transition with retiring CEO including review of Board's goals for the President and CEO, and recruitment of incoming President and CEO
- Reviewed and revised the Board Performance Evaluation tools and completion of annual Board Performance review
- Reviewed the Board Composition and Skills Matrix to ensure the skills and competencies support the Strategic Plan
- Led the Board's Accreditation review process and supporting the Board's Accreditation preparedness
- Ensured The Foundation is aligned with Alberta Health/Alberta Health Services Strategy for Seniors
- Led Board participation in the development of Pursuit 2025: The Foundation's new Three-Year Strategic Plan including participation in stakeholder engagement and strategic planning workshops

Priorities for 2022-23:

- Approval of Pursuit 2025: The Foundation's new Three-Year Strategic Plan and the Year One annual operating plan
- Ongoing Accreditation preparedness
- Review education and development opportunities for the Board

BSF Cares Committee

Committee Members:

Roxanne Sissons (Chair)
Norma Jackson
Noreen Linton
Clayton Sissons
Tim Stauff

Purpose:

The BSF Cares Committee will ensure that the Foundation has a comprehensive approach to governing and managing activities and services the Foundation identifies as 'charitable activities' that are distinct from the seniors care and living services operated by the Foundation.

2021-22 Highlights:

- Established the BSF Cares Board Committee to enhance governance oversight of charitable and social impact activities
- Reviewed and approved the BSF Cares strategic plan and first year's annual plan
- Developed a leadership role description for management of charitable initiatives
- Reviewed BSF Cares activity risk register
- Development of a Decision-Making Framework and Impact Assessment Framework for charitable initiatives
- Merging of The Brenda Strafford Society for the Prevention of Domestic Violence (BSS) as one entity within BSF
- Foundation support for Institut Brenda Strafford (IBS) earthquake response, restoration and recovery efforts in Haiti
- Memorandum of Understanding with Government of Dominica for new Eye Centre

Priorities for 2022-23:

- Transition of former BSS to Heart Home Network within BSF and alignment of BSS strategic plan with BSF strategic plan
- Earthquake recovery and restoration of IBS facilities in Haiti
- Commissioning of new Eye Clinic in Dominica
- Identify new service development opportunities
- Identify new fund development opportunities

Health Quality and Safety Committee

Committee Members:

David Hogan (Chair)
Noreen Linton
Norma Jackson
Fazilah Shariff
Clayton Sissons
Roxanne Sissons
Tim Stauff

Resident and Family Advisory Representative:

Glenn McKinley (Family Member, Clifton Manor)

Purpose:

The Health Quality and Safety Committee assures the Board of Directors that processes are in place to continuously monitor and improve the quality and safety of health and health care for residents, clients and families, including the quality of life and care processes and outcomes.

2021-22 Highlights:

- Ongoing focus on COVID-19 prevention and containment through compliance with Chief Medical Officer of Health orders, Public Health policies and best practices
- Continued monitoring of 21 clinical Quality Indicators with variance analyses
- Continued careful review of compliments and concerns brought to the attention of the Committee
- Monitor our BSF Risk Management Summary
- Supported technology upgrades including expansion of Electronic Health Records and implementation of a new Nurse Call system to enhance safety and quality of care
- Monitored the impact of the opening of Cambridge Manor and renovations at Wentworth Manor on the quality of health and care, safety, and hospitality experience of residents
- Participated in the planning for the transition and commissioning of Clifton House, which includes the introduction Supportive Living services in addition to Long Term Care on site, planning for the decommissioning and demolition of Clifton Manor, and the long-range planning for future redevelopments of the existing Clifton Manor site
- Monitored the conversion of beds from Supportive Living to Long Term Care at Tudor Manor, which will allow the site to provide aging in place services
- Reviewed and encouraged BSF Way activities
- Participated in Accreditation preparedness activities
- Completed scheduled review of assigned polices

- Reviewed the initial proposal and recommended to the Board that a BSF Quality Assurance Committee be established to investigate significant incidents to develop where appropriate recommendations for preventing similar incidents from occurring (approved by the Board; first review completed)
- Initiated a closer working relationship with The Foundation's Medical Directors by inviting them to attend the open parts of our Committee meetings

Priorities for 2022-23:

- Review our terms of reference and bring to the Board any recommended changes for their approval
- Review the Physician Recruitment/ Retention Plan being created by The Foundation's Medical Directors
- With The Foundation's Senior Leadership Team review the Quality Indicators included in the dashboard brought to the Committee at its quarterly meetings
- With The Foundation's Senior Leadership Team review how compliments and concerns are selected and reported to the Committee and the Board
- Review the reports and provide feedback on them to the newly implemented BSF Quality Assurance Review Committee
- Place greater focus and with The Foundation's Senior Leadership Team perform an in-depth analyses of four of the current Quality Indicators where The Foundation's performance has raised concerns among Committee members (i.e., Improved Mid-Loss ADL Self-Performance, Percent of Residents Who Experienced a Fall in the Last 30 Days, Fall Rate, Call Bell Response Time)

Human Resources Committee

Committee Members:

Dr. Wayne Giles (Chair)
Dr. David Hogan
Hilary McMeekin
Clayton Sissons
Roxanne Sissons
Joel Vorra

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.

2021-22 Highlights:

- Sustained organization wide focus on COVID-19 prevention and containment with the goal of limiting the severity of the pandemic and its implications for our employees, residents and families.
- Continued emphasis on employee health, wellness and morale during the pandemic, including enhanced communications, staff recognition, education, and counselling; as well as the successful implementation of the mandatory COVID vaccine policy for all BSF employees.
- Established and launched an RN recruitment and retention incentive program.
- Successful transition of hospitality services from contract to internal staffing at Clifton and Tudor Manors.
- Successful commissioning of Clifton House, and the subsequent transition of all residents and employees from Clifton Manor.
- Launched the 360 feedback process for the Management Team.

- Enrolled about 50 front-line leaders in the quality improvement certificate program offered by the Institute for Healthcare Improvement.
- Facilitated brainstorming sessions with the Diversity, Equity & Inclusion (DEI) Committees on creating and implementing a Diversity Awareness and Celebration Campaign to be launched in the new fiscal year.
- Earned strong results in the internal Partners in Injury Reduction Maintenance Audit.
- Continued commitment to the BSF Employee Education Fund program.
- Maintained ongoing focus on collective bargaining and other labour relations matters with Unions.

Priorities for 2022-23:

- Promote a diverse, inclusive, and trusting workplace through employee engagement, recognition, celebration and well-being.
- Enhance employee capabilities through effective talent management, education, and leadership development.
- Harmonize the BSF as one employer, creating greater employee choice and opportunities.
- Commissioning of new Eye Clinic in Dominica
- Identify new service development opportunities
- Identify new fund development opportunities

Introducing Pursuit 2025: The BSF Way

2022-2025 Strategic Plan

The Brenda Strafford Foundation has a promising future that will continue to build upon our past achievements through our new strategic plan. Throughout the Foundation's proud history, a reputation and culture of excellence and leadership has been established. This legacy will be honored, leveraged and enhanced in our new 2022-2025 strategic plan.

'Pursuit 2025' will position the Foundation for continued growth and success, while staying true to our founding purpose. This is reflected in our steadfast commitment to the philosophy:

The preservation of dignity and the pursuit of happiness.

Realization of our philosophy – driven by our mission, vision and values – will ensure the Foundation continues to have tremendous impact on those we serve, and in the broader communities within which we operate.



Pursuit 2025: The BSF Way

Our Philosophy

The Preservation of Dignity and the Pursuit of Happiness

Our 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

Our 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

Values

We put **PEOPLE** at the centre of everything we do.

We boldly pursue **QUALITY & INNOVATION** with pride and enthusiasm.

We believe in **ENGAGEMENT** with all stakeholders and respect every voice.

We act with **COMPASSION**, empathy and understanding.



Priorities	1	2	3	4	5
	First choice of residents, clients, and families	Employer of choice	Excellence in research and innovation	A leader in quality and safety	Drive smart growth and strong stewardship
Strategic Goals	1. Implement a hospitality services program that enables a best-in-class and personalized experience.	4. Promote a diverse, inclusive and trusting workplace through employee engagement, recognition, celebration and well-being.	7. Re-imagine how we lead and apply quality, research, and innovation to support the work we do, and the populations we serve.	10. Implement initiatives that lead to improving key clinical and quality of life indicators.	13. Socially and environmentally responsible investments that support the future of aging, community care and engagement, and multi-service growth.
	2. Create new opportunities that support diversity, equity, and inclusion, and drive greater resident/client independence, fun, choice, and involvement.	5. Enhance employee capabilities through effective talent management, education, and leadership development.	8. Broaden our partnership reach by establishing local, national and international research collaborations that supports healthy aging and social good.	11. Create a framework that enables residents, clients, families, and employees at all levels to participate in quality and safety improvement initiatives.	14. Implement IT/digital enhancements to promote engagement, release time to care, and support working more effectively.
	3. Implement a program that maintains and optimizes our infrastructure to ensure fresh surroundings, purposeful use of spaces, and a meaningful, 'community-like' atmosphere.	6. Harmonize BSF as one employer, creating greater employee choice, value, and opportunities.	9. Translate evidence-based research into practice to enhance quality of care and quality of life.	12. Enhance processes that integrate continuous quality improvement into daily practices (i.e., Accreditation as an ongoing journey).	15. Enhance our brand awareness and culture of philanthropy by stewarding donor and volunteer potential and showcasing the impact of the work we do.

Annual Operating Plans & Enablers

The BSF Way is our foundational person-centred approach to care, services, and environments that are personalized, enabling, support positive interactions and relationships, and encourage a sense of belonging to optimize well-being and enrich people's lives.





Your donation can make a difference!

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

Donate online: theBSF.ca

Send a cheque to:

Attention Fund Development
The Brenda Strafford Foundation
4628 Montgomery Blvd NW
Calgary, AB T3B 0K7

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 of our sites. To inquire about volunteering opportunities, please contact: volunteer@thebsf.ca

