

# 2023-28

# **Strategic Plan** Brenda Strafford Centre on Aging

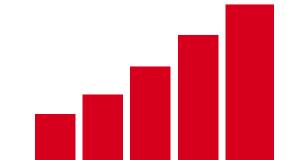






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# **About the Centre**

Established in 2011, the UCalgary Brenda Strafford Centre on Aging (BSCoA) serves as a collaborative hub that promotes and supports interdisciplinary aging research and education undertaken across faculties and disciplines. Our overall aim is to enhance the health and wellness of older adults and better inform public policy on issues pertaining to the aging population.

The BSCoA is located within the Brenda Strafford Foundation's (BSF) Cambridge Manor facility in the University District. Centre space is shared by UCalgary and BSF staff to collaboratively grow research and innovation capacity in areas of mutual interest. In addition to research activities, BSCoA staff lead and collaborate in community engagement activities focused on disseminating aging-related research knowledge and influencing practice and policy.

# Development of the Strategic Plan

The first step undertaken by BSCoA leadership and staff was to engage in an iterative process to develop vision, mission, and value statements. This served as the launch point for the development of the strategic plan. In developing the plan, we also considered the recommendations provided by the reviewers involved in our 10-year Centre review (completed in 2021), as well as the O'Brien Institute for Public Health and BSF strategic priorities.

The BSCoA's UCalgary and BSF staff worked collaboratively through this planning process. Three strategic priority areas were decided on at a workshop attended by members of the Centre. Capacity and resource requirements to realize the selected priorities were also considered, along with outcome measures. The identified priorities and associated outcome measures were shared with members of the BSCoA's Advisory Committee and other stakeholders for their input. The finalized strategic plan is presented below.





# Vision, Mission, Values



• Optimal health and well-being for older adults driven by evidence and in an inclusive manner.



• To create an ecosystem for innovation in age-inclusive environments, practices, and policies. We will catalyze networks and lead collaborative innovations centered on older adults through education, research, and community engagement.



- **Inclusivity** working with compassion, integrity, and humility to promote an age-positive and age-inclusive culture guided by the needs and interests of diverse older adults.
- **Collaboration** establishing intergenerational, interdisciplinary, and cross-sectoral partnerships to build capacity in education and research in the field of aging.
- Innovation developing and translating evidence on age-inclusive environments, practices, and policies to improve the health and well-being of older adults, in a sustainable manner.
- Leaders being recognized as a valuable hub within our institution, our community, and beyond for catalyzing networks and advancing innovations to better serve the aging population.

# Strategic Priorities & Goals Overview

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PRIORITIES		
#1: Demonstrate leadership in rethinking facility-based continuing care by establishing an experiential ecosystem for innovation.	#2: Catalyze transdisciplinary aging research and scholarship with a focus on creating age-inclusive innovations, environments, practices, and policies that also consider intersecting health inequities.	#3: Enhance the age-friendliness of UCalgary and the City of Calgary, including addressing ageism and promoting age-inclusivity.
STRATEGIC GOALS		
1.1 Create a collaborative network of local, national, and international researchers, community partners, and governmental organizations involved in continuing care delivery to advance knowledge and practice through research initiatives and knowledge-sharing opportunities.	2.1 Build stronger relationships within and outside UCalgary to address complex aging issues, including the intersectional effect of older age on other forms of systemic discrimination experienced by equity-deserving groups.	3.1 Collaborate with academic groups, seniors-serving organizations, and governmental organizations to develop and implement age-friendly activities that respond to the needs and interests of UCalgary, the City of Calgary, and the broader aging population.
1.2 Promote relationship-building opportunities between researchers and those working and living in facility-based continuing care environments, including but not limited to BSF- operated facilities.	2.2 Explore research collaborations with developing countries identified by UCalgary and/or BSF leadership, in order to explore initiatives aimed at supporting aging populations.	3.2 Secure donor funding to help enhance the age-friendliness of UCalgary.
1.3 Encourage and support UCalgary and other researchers to pilot projects focused on generating evidence to promote innovation, technology, and knowledge-based implementation within facility- based continuing care settings.		3.3 Advocate for anti-ageism initiatives that support an aging population, focusing on the university and community context.

# Priority #1: Demonstrate leadership in rethinking facility-based continuing care through establishing an experiential ecosystem for innovation.

## Strategic Goal 1:1

Create a collaborative network of local, national, and international researchers, community partners, and governmental organizations involved in continuing care delivery to advance knowledge and practice through research initiatives and knowledge-sharing opportunities.

#### Capacity and Resource Requirements to Realize this Priority and Goal

- Identify opportunities for strategic alignment, including major external grant opportunities and other partnered initiatives.
- Prioritize strategic network development in work plans of BSCoA staff.
- Create and support research and quality improvement opportunities within the continuing care context for trainees, with a focus on building capacity in gerontology- and geriatrics-focused careers.
- Increase the profile of BSCoA as a local and national leader in rethinking facility-based continuing care.

#### **Outcome Measures**

- New research collaborations at local, regional, national, and international levels.
- Funding dollars received to support rethinking facility-based continuing care.
- Audiences reached via knowledge-sharing opportunities, considering geographic location, audience composition, and follow-up activities.
- Number of trainees engaged in projects within continuing care.

### Strategic Goal 1:2

Promote relationship-building opportunities between researchers and those working and living in facilitybased continuing care environments, including but not limited to BSF-operated facilities.

#### Capacity and Resource Requirements to Realize this Priority and Goal

- Introduce strategic initiatives to enhance researcher engagement with those living and working in BSF facilities.
- Regular communication and coordination between BSF leadership and BSCoA staff.

#### **Outcome Measures**

• Enhanced engagement between researchers and residents and staff at BSF facilities.



## Strategic Goal 1:3

Encourage and support UCalgary and other researchers to pilot projects focused on generating evidence to promote innovation, technology, and knowledge-based implementation within facility-based continuing care settings.

#### Capacity and Resource Requirements to Realize this Priority and Goal

- Provision of dedicated research personnel (including a Research Coordinator funded by the BSF Chair in Geriatric Medicine) and infrastructure (i.e., research equipment, space, etc.) to support pilot projects.
  - Identify, develop, and support external funding applications to purchase needed infrastructure and for research project funding.
- Coordination between BSF leadership and BSCoA staff, via regular information exchange and collaborative research facilitation roles.
  - Development of a clear triaging/prioritization process for projects to be conducted within BSF facilities.

- New research partnerships initiated, by multiple faculties and/or disciplines.
- Number of new pilot projects proposed, accepted, delivered, and scaled up.
- Number of evidence-informed research innovations adopted into care practices by BSF and other operators.
- Funding dollars received to support rethinking facility-based continuing care.
- Related publications and media articles.
- Number of trainees engaged in projects focused on rethinking continuing care.

### Priority #2: Catalyze transdisciplinary aging research and scholarship with a focus on creating age-inclusive innovations, environments, practices, and policies that also consider intersecting health inequities.

### Strategic Goal 2:1

Build stronger relationships within and outside UCalgary to address complex aging issues, including the intersectional effect of older age on other forms of systemic discrimination experienced by equity-deserving groups.

#### Capacity and Resource Requirements to Realize this Priority and Goal

- Prioritize strategic network development in work plans of BSCoA staff.
- Employ research personnel who can lead, collaborate in, and support age-positive and age-inclusive research.
- Leverage BSCoA resources and BSF Chair in Geriatric Medicine funds to support strategic transdisciplinary age-positive and age-inclusive research at UCalgary, including funding of trainees.
- Maintain a current listing of UCalgary researchers and other entities engaged in age-positive and age-inclusive research.

#### **Outcome Measures**

- Funding successes for transdisciplinary teams focused on research that advances age-inclusive innovations, environments, practices, and policies.
- New strategic collaborations within and outside UCalgary and Canada.
- Increased profile of BSCoA as a local and national leader in promoting and supporting transdisciplinary research in advancing age-inclusive innovations, environments, practices, and policies.
- Number of related scholarly and policy-informing outputs.

### Strategic Goal 2:2

Explore research collaborations with developing countries identified by UCalgary and/or BSF leadership in order to explore initiatives aimed at supporting aging populations.

#### Capacity and Resource Requirements to Realize this Priority and Goal

- Access to existing international connections that have been established by the BSF.
- Coordination between BSF leadership and appropriate BSCoA staff to identify potential partnerships and initiatives.
- Build relationships and partnerships with the Cumming School of Medicine (CSM) Office of Indigenous, Local and Global Health, and other UCalgary entities with a global focus.

- Funding success for transdisciplinary teams focused on international or global aging research.
- New strategic collaborations with international stakeholders.
- Increased profile of BSCoA as a local and national leader in supporting transdisciplinary research in aging with an international focus.

# Priority #3: Enhance the age-friendliness of UCalgary and the City of Calgary, including addressing ageism and promoting age-inclusivity.

### Strategic Goal 3:1

Collaborate with academic groups, seniors-serving organizations, and governmental organizations to develop and implement age-friendly activities that respond to the needs and interests of UCalgary, the City of Calgary, and the broader aging population.

#### Capacity and Resource Requirements to Realize this Priority and Goal

- Dedicated personnel and funding to lead and manage age-friendly university and age-friendly community activities.
- Continue to build a strong relationship with UCalgary's Executive Leadership Team.
- Prioritization of strategic collaborations within the work plans of appropriate BSCoA staff.
- Support from trainees and others to implement and evaluate age-friendly activities.

#### **Outcome Measures**

- More engagement and collaborations with diverse groups or organizations.
- Number of age-friendly activities developed and implemented.
- National and international recognition of UCalgary as a leading age-friendly university.
- Number of trainees engaged.

### Strategic Goal 3:2

Secure donor funding to help enhance the age-friendliness of UCalgary.

#### Capacity and Resource Requirements to Realize this Priority and Goal

- Work with CSM Development and UCalgary Advancement.
- Dedicated personnel to manage fund development activities, including developing a proposal, budget, and communication materials.

- New donor(s) engaged in the age-friendly university vision, goals, and principles.
- Funding to support the UCalgary age-friendly university initiative into 2028.



## Strategic Goal 3:3

Advocate for anti-ageism initiatives that support an aging population, focusing on the university and community context.

#### Capacity and Resource Requirements to Realize this Priority and Goal

- Development of a toolkit of anti-ageism communications to be used by BSCoA staff for presentations.
- Establish a relationship with UCalgary's Office of Equity, Diversity, and Inclusion and the CSM Office of Professionalism, Equity and Diversity.
- Coordinate with relevant academic groups, community partners, and governmental organizations.

- Number of anti-ageism-focused presentations and types of audiences presented to.
- More dialogue about ageism in UCalgary communications.
- Ageism and its intersection with other types of systemic discrimination recognized in UCalgary's equity, diversity, inclusion, and accessibility strategic plan.



# **Contact Us**

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