

**BRAIN INJURY COMMUNITY
RE-ENTRY (NIAGARA) INC.**



**ANNUAL REPORT
2015-2016**

ANNUAL REPORTS
2015-2016

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INTRODUCTION TO BICR 2015-2016

Brain Injury Community Re-entry (Niagara) Inc. (BICR) is a not-for-profit organization that provides support services and rehabilitation to individuals living with the effects of an acquired brain injury. Our administrative office is located in St. Catharines and services are provided throughout the entire Niagara Region.

Our organization was founded in 1988 by a group of concerned parents and professionals who felt that specialized services were needed in the region. A volunteer Board of Directors consists of an organization founder, rehabilitation professionals and other community partners, which oversees our programs. Funding is provided by a variety of sources including the Hamilton Niagara Haldimand Brant Local Health Integration Network (HNHB LHIN) and the Ontario Ministry of Health and Long Term Care, third party payers, fundraising and private donations.

MISSION STATEMENT

Brain Injury Community Re-entry will provide support and leadership to individuals, their families and/or caregivers within the Niagara Region living with the effects of an acquired brain injury. We promote self-direction, facilitate opportunities for meaningful adaptation, and contribute to the development of the agency and its people. We participate in advancements in the field of rehabilitation, and participate in partnerships that foster ongoing dialogue with the individual and their support network.

VISION STATEMENT

To lead in the field of acquired brain injury rehabilitation, providing advocacy for successful re-entry into the community.

STATEMENT OF PHILOSOPHY

The provision of support services is based on the following beliefs:

- Each individual is a unique adult and is deserving of respect and dignity.
- Support should be flexible, individualized and reflective of choices, abilities and existing support networks.
- Choice often involves some elements of risk. Where possible, individuals will be permitted to experience the result of their choices to the extent that they are able.
- Independence is a dynamic process of accessing people and services as challenges and successes change.

We rigorously promote the rights of the individual and promote recognition of acquired brain injury and how it affects individuals and families through ongoing advocacy and public education.

Disclaimer: Brain Injury Community Re-Entry (Niagara) Inc. acknowledges funding support for many of our programs and services from the Hamilton Niagara Haldimand Brant Local Health Integration Network (HNHB LHIN) and the government of Ontario.

The views expressed in this publication are the views of Brain Injury Community Re-Entry (Niagara) Inc. and do not necessarily reflect those of the Hamilton Niagara Haldimand Brant Local Health Integration Network (HNHB LHIN) or the government of Ontario.

**PRESIDENT'S ANNUAL REPORT
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Here we are again preparing for another Annual General Meeting, how quickly time flies by! This will be our 28th AGM and will be held at Queenston Heights Restaurant on Wednesday, June 8th, 2016. I look forward to welcoming our guests and especially those celebrating a monumental year of service with BICR.

I had an interesting and painful end to 2015. As many of you may know, in November I went downstairs in my home to check on the sump pump and missed the fifth or sixth step, I fell down and broke my femur bone near my hip and got seriously bruised. I underwent surgery to have two pins inserted in my leg and spent seven days in the hospital. After another couple of months of recuperation I was back in action. I only hope it doesn't affect my golf game this coming season!

There have been many accomplishments during this past year at BICR. The most significant is the partnership with the Canadian Mental Health Association to provide services in Niagara Falls to individuals with an acquired brain injury and a mental health diagnosis. The site at St. Paul Street is almost ready to open its doors and begin to provide services from that location.

Preparations for the Accreditation Canada Surveyors visit in May has kept us all busy this past while. Our CEO, managers and staff, as well as the Board of Directors have been hard at work to ensure the high quality of service BICR is proud of continues. By the time this report is published we will have a successful outcome, I hope!

Two of our directors are leaving BICR as their term comes to an end. They are Steve Murphy and Jacqui Graham. I would like to thank them for their expertise and assistance during the past nine years and wish them health and happiness for their future. Two new directors will be joining us and their names will be announced at the AGM.

I hope everyone enjoys the warm weather and has a safe and healthy summer 2016.

**NICK OSTRYHON
PRESIDENT**

RAPPORT ANNUEL DU PRÉSIDENT 2015-2016

Le temps est venu, encore une fois, de préparer une autre assemblée générale annuelle (AGA). Que le temps file! Il s'agira de la 28^e AGA et elle se tiendra au restaurant Queenston Heights, le mercredi 8 juin 2016. Je me réjouis à la perspective d'accueillir nos invités, surtout ceux qui célèbrent un nombre important d'années de service à BICR.

La fin de l'année 2015 a été pour moi à la fois intéressante et pénible. Comme certains d'entre vous le savez peut-être, en novembre, en descendant l'escalier chez moi pour aller vérifier la pompe de puisard, j'ai raté la cinquième ou la sixième marche, j'ai fait une chute et je me suis cassé le fémur, près de la hanche. J'ai dû subir une opération pour permettre l'insertion de deux broches dans la jambe. J'ai passé sept jours à l'hôpital. Après quelques mois de convalescence, j'ai repris mes activités. J'espère bien que mon golf n'en souffrira pas trop cet été!

BICR en a accompli beaucoup au cours de la dernière année. Sa plus importante réalisation a été le partenariat qu'il a créé avec l'Association canadienne pour la santé mentale en vue d'assurer la prestation de services aux résidents de Niagara Falls qui sont aux prises avec une lésion cérébrale acquise et un trouble de santé mentale. L'emplacement de la rue St. Paul ouvrira ses portes et commencera à fournir des services sous peu.

La préparation en vue de la visite d'Agrément Canada en mai nous garde tous occupés depuis un certain temps. En effet, le directeur général, les gestionnaires et le personnel, ainsi que le conseil d'administration, déploient énormément d'efforts pour faire en sorte que BICR continue à offrir les services de qualité supérieure dont il est si fier. Au moment de la publication du présent rapport, j'espère que nous aurons reçu des résultats favorables!

Enfin, deux des membres du conseil d'administration, soit Steve Murphy et Jacqui Graham, ont terminé leur mandat et quitteront BICR. Je tiens à les remercier du savoir-faire et du soutien dont ils ont fait preuve au cours des neuf dernières années et je leur souhaite un avenir rempli de santé et de bonheur. Deux autres personnes, dont le nom sera révélé à l'AGA, se joindront au conseil.

J'espère que tout le monde passera un bel été 2016. Profitez du beau temps et restez en santé et en sécurité.

NICK OSTRYHON
PRÉSIDENT

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
CHIEF EXECUTIVE OFFICER'S ANNUAL REPORT
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This past year at Brain Injury Community Re-entry (Niagara) Inc. (BICR) has been very exciting for the Board of Directors and myself. The organization continues to prepare for our Accreditation Canada (AC) site visit in May 2016. There has been many resources; financial, and staff hours allocated to ensure that BICR continues to exceed the standard of service that we provide to our participants. The AC preparation process is very hard work, however it is a great opportunity for our organization to measure our services and confirm that we continue to be a service provider that delivers the best care possible to our participants.

BICR continues to receive excellent results in both our participant and family satisfaction surveys. This reflects the incredible work that is completed by our staff each and every day. Our participants and family members consistently describe the service they receive as superior, and identify that they are treated with great respect while they work towards reaching their individual rehabilitation goals. In addition, the staff satisfaction survey mirrors the favourable results of the participant and family satisfaction surveys. Staff indicate they receive exceptional support from their manager and the management team. This is something that both the Board and I are very proud of as we continue our efforts in recruitment, and strive to remain to be an employer of choice. I truly believe that it is of utmost importance that we provide our participants with the right service at the right time for their ongoing goal realization, therefore in order for this to occur our staff need to be supported, enjoy their work, and be compensated fairly. This is probably the single most important factor that enables BICR to be so successful.

Once again our participants were provided the opportunity to vacation in Mexico, as well as a recreational getaway to Geneva Park, Orillia. These experiences allow for growth and enjoyment for many individuals and permits staff to engage in activities that are outside normal rehabilitation goals. When I observe the smiles and feel the excitement of participants, families and staff it simply reinforces my belief that these activities must continue.

As an organization that is committed to increasing services and partnerships I continue to be amazed at the energy and opportunities that these partnerships provided. The new Canadian Mental Health Association (CMHA) and BICR partnership has begun and our newly renovated site at St. Paul Avenue, Niagara Falls is scheduled to open in June 2016. Currently one participant receives services from our Buckley Towers location until the new site is complete. The organization has worked closely with CMHA, the Ministry of Health and Long Term Care (MHLTC), and the City of Niagara Falls to ensure that the new residence meets the new codes to allow service to begin. I would like to mention that the MHLTC has been a fundamental force in this opportunity becoming a reality.

The organization continues to work with many partners:

• Brain Injury Services Niagara	• Head Injury Association of Fort Erie
• Niagara Regional Housing	• Young's Insurance Broker's Inc.
• Gateway Home Builders Niagara	• Tanguay Place
• Brain Injury Services	• Mountainview Homes
• Local Health Integration Network 4	• Ministry of Health and Long Term Care
• Acquired Brain Injury Networks	• Salvation Army

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Continuing with partnerships, our organization and BIS recently wrote a joint proposal to our local LHIN 4 for funding to enhance services in both the Hamilton and Niagara areas and have a meeting scheduled for May 2, 2016 to discuss the proposal. The Cemetery Gardening Angels program continues to be successful and provides employment to 15 individuals with an acquired brain injury. In addition to providing our participants with competitive employment, this program is also great for our community.

BICR continues to work diligently with our funding partners the MOHLTC and LHIN 4 to ensure that we are compliant with the agreements that are in place. I truly believe our funding partners work in conjunction with our organization and that our liaison is more cooperative as opposed to confrontational. This is a great testament to their consistent supportive, and valuable resources.

I would like to take this opportunity to once again thank the board of directors, management team, and staff for their continued support and dedication as without their commitment all of the great things that have been accomplished at BICR would not be possible.

FRANK GRECO
CHIEF EXECUTIVE OFFICER

RAPPORT ANNUEL DU DIRECTEUR GÉNÉRAL 2015-2016

Le conseil d'administration et moi-même avons connu une année des plus palpitantes à Réintégration communautaire des personnes ayant subi une lésion cérébrale (Niagara) inc.(BICR). Nous continuons à nous préparer en vue de la visite d'Agrément Canada qui aura lieu en mai 2016. BICR a investi énormément de ressources financières et humaines pour s'assurer de continuer à surpasser la norme de services qu'il offre à ses participants. Le processus de préparation d'Agrément Canada exige beaucoup d'effort. Toutefois, il s'agit pour nous d'une excellente occasion d'évaluer les services que nous offrons et de confirmer que nous demeurons, pour nos participants, un fournisseur de services qui prodigue les meilleurs soins possible.

Par ailleurs, BICR continue à obtenir d'excellents résultats aux sondages sur la satisfaction des participants et des familles. Ces résultats témoignent du travail incroyable qu'accomplit notre personnel jour après jour. En effet, nos participants et les membres de leur famille qualifient constamment les services qu'ils reçoivent de supérieurs et précisent qu'on les traite avec grand respect tout au long de leur cheminement vers l'atteinte de leurs objectifs individuels en matière de réadaptation. De même, les résultats du sondage sur la satisfaction du personnel sont à l'image des résultats favorables des sondages menés auprès des participants et des familles. Effectivement, les membres du personnel affirment qu'ils bénéficient d'un grand soutien de la part de leurs gestionnaires respectifs et de l'équipe de gestion. C'est d'ailleurs un des éléments dont le conseil et moi sommes les plus fiers, alors que nous poursuivons nos efforts de recrutement et que nous tâchons de demeurer un employeur de choix. Je crois sincèrement à la grande importance de fournir à nos participants les bons services au bon endroit afin de leur permettre de continuer à atteindre leurs objectifs. Pour ce faire, il faut que les membres du personnel jouissent de l'appui nécessaire, qu'ils aiment leur travail et qu'ils soient rémunérés de façon équitable. C'est probablement le facteur le plus important dans la réussite de BICR. Nos participants ont de nouveau eu l'occasion de faire un voyage au Mexique ainsi qu'une escapade au parc Geneva, à Orillia. Pour bon nombre d'entre eux, ces expériences sont une source d'épanouissement et de divertissement et elles permettent au personnel de prendre part à des activités qui dépassent les objectifs habituels de réadaptation. Lorsque j'observe les visages souriants et que je constate l'enthousiasme des participants, des familles et du personnel, je suis doublement convaincu qu'il faut continuer à offrir ces activités.

BICR se faisant un devoir d'augmenter ses services et ses partenariats, je ne cesse d'être impressionné par l'énergie et les possibilités que créent ces alliances. En effet, le nouveau partenariat forgé entre l'Association canadienne pour la santé mentale (ACSM) et BICR est en place et nos installations nouvellement rénovées, avenue St. Charles, à Niagara Falls, ouvriront leurs portes en juin 2016. À l'heure actuelle, un participant reçoit des services à notre emplacement Buckley Towers en attendant l'achèvement du nouvel immeuble. L'organisme travaille étroitement avec l'ACSM, le ministère de la Santé et des Soins de longue durée (MSSLD) et la Ville de Niagara Falls pour s'assurer que la résidence respecte les nouveaux codes qui permettront la prestation des services. Je tiens à mentionner que le MSSLD joue un rôle clé à ce chapitre.

Notre organisme continue à collaborer avec de nombreux partenaires :

• Brain Injury Services Niagara	• Head Injury Association of Fort Erie
• Niagara Regional Housing	• Young's Insurance Broker's Inc.
• Gateway Home Builders Niagara	• Tanguay Place
• Brain Injury Services (BIS)	• Mountainview Homes
• Réseau local d'intégration des services de santé n° 4	• Ministère de la Santé et des Soins de longue durée
• Acquired Brain Injury Networks	• Armée du Salut

**RAPPORT ANNUEL DU DIRECTEUR GÉNÉRAL
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Toujours au chapitre des partenariats, notre organisme et BIS ont récemment envoyé au RLISS 4 une proposition conjointe en vue d'obtenir le financement nécessaire à l'amélioration des services offerts dans les régions de Hamilton et de Niagara. Nous tiendrons une réunion le 2 mai prochain pour discuter de la proposition. Le programme « Cemetery Gardening Angels » continue à connaître du succès et assure un emploi à 15 personnes ayant une lésion cérébrale acquise. En plus de procurer à nos participants un emploi concurrentiel, ce programme est bénéfique pour la communauté.

À BICR, nous continuons à travailler étroitement avec nos bailleurs de fonds, le MSSLD et le RLISS 4, pour nous assurer que nous nous conformons aux ententes en place. Je crois fermement que nos bailleurs de fonds travaillent en collaboration avec nous et que notre relation est axée surtout sur la coopération plutôt que sur la confrontation. Cette collaboration témoigne clairement de l'importance et de la fiabilité de ces précieuses ressources.

Enfin, je profite de l'occasion pour remercier une fois de plus le conseil d'administration, l'équipe de gestion et le personnel de leur appui et de leur dévouement soutenus, car sans leur engagement, toutes les réalisations de BICR ne seraient pas possibles.

**FRANK GRECO
DIRECTEUR GÉNÉRAL**

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
27TH ANNUAL GENERAL MEETING MINUTES
JUNE 10TH, 2015

Present: Nick Ostryhon, Frank Greco, Jacqui Graham, Doug Kane, Dr. Linda Cudmore, Brian Minard, Steve Murphy, Jackie Lynch, Luc Savoie, David Shapiro

Regrets: Sharon Cochrane

1. Meeting called to order at 5:15 p.m.
Nick Ostryhon welcomed and thanked everyone for attending the 27th Annual General Meeting.

2. Adoption of the Agenda

Motion: To adopt the agenda for the 27th Annual General Meeting, as presented.
Moved: Jacqui Graham
Seconded: Luc Savoie
Carried.

3. Review and approval of the minutes from the Annual General Meeting held on June 11th, 2014.

Motion: To approve the minutes of the 26th Annual General Meeting held on June 11th, 2014 with no errors or omissions.
Moved: Jackie Lynch
Seconded: Brian Minard
Carried.

4. Independent Auditor's Report/Financial Statements
Larry Iggulden mentioned that he is an independent auditor, and Partridge Iggulden Chartered Accounts are not part of BICR. The auditor's responsibility is to express an opinion on the financial statements based on the audits. The audits are conducted in accordance with the Canadian generally accepted auditing standards. Those standards require that Partridge Iggulden comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

Larry proceeded to present BICR's Financial Statements for the year ending March 31st, 2015, and referred to the back pages of the Annual Report 2014-2015. BICR's accounting records are excellent and working as they should be working. The evidence presented to the auditor was sufficient and appropriate to provide a basis for a qualified audit opinion.

BICR managed \$5,895,000 of which 80% was utilized for wages and benefits. The surplus was \$95,000 and \$36,000 was retained.

Larry opened up to questions.

Nick thanked Larry and made a motion to accept the annual financial report as presented.

Motion: To approve the Independent Auditor's Report/Financial Statements ending March 31st, 2015 as presented.
Moved: Doug Kane
Seconded: Dr. Linda Cudmore
Carried.

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5. Other Business:

1. President's Report

Nick Ostryhon presented the President's Report.

2. Chief Executive Officer's Report

Frank thanked the community partners for attending tonight's AGM, as well as the celebrating staff, managers and board of directors. He thanked Young's Insurance for selecting BICR to receive the proceeds from their 2016 Golf Tournament. And also thanked BICR's accounting and human resources departments for their handling of the additional LHIN and Ministry of Health funding paid out to front line staff.

Frank mentioned within the Vocational department Cemetery Gardening Angels had a successful year, as well as a Niagara Falls project with Ground Aerial Maintenance Services.

Frank made an announcement that Dr. John Davis, our Clinical Psychologist will be leaving BICR at the end of June for employment opportunities with Hamilton Health Sciences. Frank mentioned Dr. Davis has been with BICR for 17 years and will be missed. He wished Dr. Davis well in his future endeavors.

3. Appointment of Auditor's

Motion: To appoint the accounting firm of Partridge Iggulden for the operating year of 2015-2016

Moved: Steve Murphy

Seconded: Jacqui Graham

Carried.

4. Recognition of Directors

Nick Ostryhon – President

Jacqui Graham – Secretary

David Shapiro – Director

Dr. Linda Cudmore – Director

Brian Minard – Director

Steve Murphy – Vice President

Luc Savoie – Treasurer

Doug Kane – Director

Jackie Lynch – Director

Sharon Cochrane – Director

6. The date of the next Annual General Meeting TBA.

7. Meeting adjourned at 5:35 p.m.

Motion: To adjourn the 27th Annual General Meeting.

Moved: Doug Kane

Seconded: Brian Minard

Carried.

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INTAKE DEPARTMENT ANNUAL REPORT
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GENERAL OVERVIEW

During the last year, the Intake Coordinator's primary responsibilities were to support applicants and their families in the application process by responding to all referrals and requests for information in a timely manner. The intake coordinator responsibilities also included determining eligibility, obtaining consents, reviewing privacy legislation and completing applications for service. As part of the intake process this included identifying service needs and assessing an applicant's current status and community supports. This position also involved the Intake Coordinator to provide community referrals and work with community partners as needed.

HIGHLIGHTS

The intake Coordinator was involved in a number of internal committees during the fiscal year. The intake coordinator is responsible for coordinating the agency's admissions meeting every month. This continues to be very valuable to the intake process and allows for further discussion regarding potential applicants and appropriate supports. Participation in other committees also included the Golf Committee and attending bi-monthly meetings for the Behavioural Review committee. The Intake Coordinator was involved in preparing for BICR's upcoming accreditation by participating in the Medication Management Committee.

During the past year the Intake Coordinator has facilitated several agency presentations and staff meetings to present on BICR's admission process and program services. The Intake Coordinator has had several requests to attend Long Term Care Facilities to further provide education to staff regarding support services for ABI residents. An important part of this role was to continue to foster strong partnerships with community agencies in order to facilitate referrals. Strong partnerships with the Niagara Health System, Community Shelters (Southridge, Salvation Army), Hamilton Health Sciences and Hotel Dieu Shaver are examples of community agencies that provide a large number of referrals to BICR. The goal of strengthening these relationships is to further ensure that there is a continual link of ABI services once someone is discharged from in-patient services and is in the community.

The Intake Coordinator also had the opportunity to attend several meetings for The Human Justice Coordinating Committee. As an agency, BICR also continues to provide perspectives for services for complex cases in the Niagara Region that may have been difficult to service and are currently not receiving appropriate supports.

Number of calls during the fiscal year 2015-2016, including referrals and requests for information were documented at **339 total requests.**

Based on the number of referrals made and received during the 2015-2016 fiscal year, it is interesting to identify how individuals applying for BICR services acquired their brain injuries.

CAUSE OF INJURY	PERCENTAGE OF INDIVIDUALS
Falls	19%
Motor Vehicle Accidents	29%
Assaults	10%
Strokes	24%
Aneurysm	10%
Concussions	5%
Other- includes Anoxic Injuries, Brain Tumors, Medical Complications, Hit by Objects	3%

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During the reporting period, the highest number of referrals continues to be related to Motor Vehicles accidents and Strokes. (**Based on 100 applicants)

CHALLENGES AND TRENDS

During the past year a large number of referrals made to the agency have been requesting suitable and affordable housing for applicants. It remains very important to work closely with the LHIN navigator to identify these trends and educate applicants with regard to their options. Providing service referrals to other ABI providers and being aware of waitlists for residential and supportive living services throughout the region as well as provincially. As intake coordinator I have been able to transition 3 participants to our Buckley Towers Supportive Living Program during the last year. The agency currently holds a waitlist for this program. The IC also assists in the application process for the Niagara Falls St. Paul Residence by ensuring appropriate applicants are connected with Hamilton Health Sciences and have been identified to the Navigator (LHIN). The intake Coordinator continues to oversee BICR's waitlist for all services.

In the past year, there has been an increase in the number of concussion referrals. Concussions referrals continue to increase as those affected have experienced difficulty in finding suitable supports to recover from their concussions. Many applicants often are dealing with the symptoms of their concussion which are dizziness, headaches, nausea and vomiting and cognitive challenges. Applicants that have applied are often provided with information obtained by the Ministry of Long-term Care concussion initiatives. Referrals to concussion clinics are being provided to assist with managing the physical symptoms of their concussion. Once the symptoms are treated, BICR can assist with providing supports to manage cognitive challenges and psychological and emotional concerns.

Several referrals for retired athletes have been made as their families and caregivers continue to seek support for the progressive challenges that they continue to experience. Many of these referrals have provided medical documentation that identifies diagnoses with progressive dementia and therefore referrals to local Alzheimer's Society is initiated.

In summary the 2015- 2016 fiscal year has been very busy. BICR continues to provide much needed services to all participants and caregivers within the community. BICR also continues to strengthen community partnerships to ensure applicants and families are afforded the highest level of support.

TRACY MADDALENA
INTAKE COORDINATOR

MODULAR SERVICES ANNUAL REPORT 2015-2016

GENERAL OVERVIEW

During the 2015-2016 fiscal year, the Modular Services Manager position had the primary responsibility of overseeing the following services within BICR: Case Coordination; Fee for Service; Recreation Services; Vocational Services; Rural Services along Erie Shoreline; and Bowden Supported Independent Living Program plus one Office Secretary.

HIGHLIGHTS

In April 2015, the ethics lead was transitioned over to the manager of Community Outreach Support Services (COSS). When changes occurred within COSS, the Modular Services Manager continued to facilitate training sessions on the Ethics Framework to new staff during orientation of new hires. An ethics questionnaire was created and circulated to all staff in July 2015 to obtain feedback on their experiences with the framework. In October 2015, ethics was transitioned to the new manager of COSS.

The Case Facilitator reporting to Modular Services was transitioned over to the COSS department.

There was a positional change in the Rural Service program in May 2015 with the new incumbent starting in July 2015. While the gap created some temporary challenges, measures were put into place to offset these. Head Injury Association of Fort Erie (HIAFE) assisted with facilitating the Monday and Tuesday groups and rehabilitation counsellor hours continued with some participants as needed. Since July 2015 the Rural Services Coordinator has resumed facilitating groups at the HIAFE office on Mondays and Tuesdays and supporting individuals along the Erie shoreline the remainder of the week. Rehabilitation Counsellors support hours in the range of 8 – 12 per week continued to offset demand for outreach services within the service area.

Bowden SIL program continued to utilize what was previously the “common room” as office space in order to provide support to our full complement of 7 individuals in their own apartments, in Fort Erie. As of August 2015, BICR has had a full onsite complement of 7 apartments for participants. While there have been discussions with Niagara Regional Housing about having access to an apartment for the staff office again in the future, it is difficult to predict when this may occur. Moving the staff space into an apartment would allow BICR to use the common room for additional meeting and group space for our participants. Niagara Regional Housing supported a garden initiative in the back yard of the apartment and assisted by creating a garden space where participants were able to plant vegetables. Patio furniture was purchased to promote a gathering area. There were positional changes with the Team Coordinator, Case Facilitator and the full time Rehabilitation Counsellor within this fiscal year.

Compilation of statistical information for recreation and unit 10 groups continued to be centralized through the Recreation Coordinator.

Initial planning and hiring of key positions for the Ministry funded ABI and mental health transitional living program were undertaken (2 Team Coordinators, and 1 CF). Initial meetings with Canadian Mental Health Association (CMHA) were held in conjunction with a Team Coordinator to begin developing the logistics of the partnership from a clinical perspective. Responsibilities for this program were shifted to new a program manager in October 2015.

Brainwaves, BICR's newsletter, continued to be created and published semi-annually by Office Secretary Sharon with support provided as needed. The Learning & Leisure Guide continued to be reviewed and updated on a quarterly

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basis in consultation with the Office Secretary and the Recreation Coordinator.

There was an increase in third party funded contracts and hours of support provided.

Vocational services continued to provide support to participants in both competitive employment and supported meaningful volunteer work. The vocational program successfully completed the second season of gardening angels as a division of BICR and continued to expand. The vocational department also continued their partnership with the Salvation Army Kettle Bell program in the months leading up to Christmas.

In addition to ongoing groups and activities, the Recreation Coordinator facilitated summer trips to Geneva Park resort in Orillia and a winter trip to Mexico. Many day trips to sporting events, local events, and attractions were also undertaken and remain the highlight for many participants and staff who partake. Fundraising initiatives were coordinated to offset participant costs.

Student placements continued to be utilized, primarily in the recreation department. In this fiscal year, 1 summer student was hired on a grant for 8 weeks and utilized within the recreational program. The student grant funding was for a much shorter duration than previous years, creating some challenges with covering all aspects of summer programming.

Consistently increased numbers precipitated the Children's Christmas party moving from unit 10 to a community gym. It was a pleasure to be involved in this event along with the office secretary reporting to Modular Services. This event has been moved to the social committee moving forward.

The writer continued to be a member of the Admissions Committee, and Co-lead of the ABI team in preparation of our 2016 Accreditation site visit.

OBJECTIVES

I look forward to the upcoming fiscal year and the challenges that it may present. At the same time, I remain cognizant of the strength in the modular services team that surrounds me. Their advocacy, their ability to embrace an individualized service model and their creativity in ensuring participant needs are met is exceptional. My primary focus for the upcoming year will be to support staff in fulfilling their roles while maintaining a customer service delivery approach to the participants and family members who access our service. Partnerships and linkages in the community will continue to remain in the forefront. There will be a review of the timelines and format of the Learning and Leisure Guide.

While I have touched on the themes and program highlights of Modular Services in general, Case Coordination, Bowden SIL, Recreation Services, and Vocational Services have submitted annual reports on their respective departments outlining the activities and accomplishments in the 2015-2016 fiscal year. Please refer to these reports for additional information.

DARLENE STEVENSON
MODULAR SERVICES MANAGER

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
CASE COORDINATION PROGRAM ANNUAL REPORT
2015-2016

GENERAL OVERVIEW

Case Coordinators receive all files for participants deemed eligible for service via the intake department. At times, there are exceptions where a participant is admitted directly into Community Outreach Services directly without accessing Case Coordination services. Case Coordination is a time-limited service that provides initial service coordination to individuals on BICR's waitlist. Case Coordinators provide ongoing assessment, determine support needs and assist with accessing community services. Community Health Assessments (Rai Cha) are done as part of the evaluation process to help identify potential goal areas and provide talking points with the participant.

HIGHLIGHTS

There are two coordinators within this program. During the reporting period a job rotation within the department occurred to diversify the individual skill sets. This rotation proved to be a good fit for those involved and provided good opportunities for both staff, while maintaining a high level of service provision to our applicants and participants. Both coordinators hold various internal and external committee positions that include the Joint Health and Safety, Admissions, Patient Safety, and the Niagara Region's Accessibility Advisory Committee. They facilitate Crisis Intervention Management training to staff and are involved in various participant groups, activities, and trips through the Recreation Department.

Partnerships with other community organizations are common within this role and are a vital factor when providing services to individuals with a diverse range of support needs. Throughout this year the coordinators worked closely with Southridge Shelter, Queenchester Terrace, and The Hope Centre, as well as the Ontario Disability Program (ODSP), Canada Pension Plan (CPP), Housing Help, Ontario Works and the Salvation Army.

STATISTICS

The following is an outline of averages within the past year. It combines the numbers from both Case Coordinators currently working within the program.

TOTAL FILES SERVED	CURRENT ACTIVE	TOTAL TRANSFERS TO OTHER BICR PROGRAMS	TOTAL CLOSURES/DISCHARGES
81	39	12	16

Closure/Discharges are files that are no longer open at BICR. Files are closed or discharged once support needs have been met or efforts to maintain contact with the participant have been limited.

Transfers occur between other BICR programs. This past year transfers were made to COSS, Buckley Towers, Psychology, and Social Work. There were also transfers back to case coordination from other programs. An example would be when an individual requires more hours than what the social worker can provide.

CHALLENGES/TRENDS

Caseloads continue to be diversified with respect to the ages of participants, background and cause of injury. Some examples of injuries are assaults, tumours, aneurysms and strokes.

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CASE COORDINATION PROGRAM ANNUAL REPORT
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Over the past year there have been some specific trends regarding the types of support that people are requesting that have included:

- Access to community activities
- Assistance with various referrals such as ODSP, CPP, transportation systems
- Accessing and maintaining affordable housing

Many participants with an acquired brain injury (ABI) struggle with ongoing mental health issues. In the past, coordination of ABI support and mental health services have been challenging and there has been a noted gap in service in this area.

OBJECTIVES

Regular review of files and caseloads by the coordinators will provide more openings and timely service for those on the waitlist.

Foster ongoing partnerships and strive towards developing new relationships with community partners to enhance the supports for our participants.

JONATHAN WILLIAMS
CASE COORDINATOR

JOE TALARICO
CASE COORDINATOR

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
RECREATION SERVICES ANNUAL REPORT
2015-2016

GENERAL OVERVIEW

Brain Injury Community Re-entry (Niagara) Inc. (BICR) takes pride in offering a variety of recreational services to our participants, those who are on our waitlist and many community partners throughout the Niagara Region. While the recreation program oversees the coordination and collection of statistics for all groups offered through BICR, there are a number of staff who share their passion and expertise with our participants. The statistics below encompass the collaboration and efforts of staff across all spectrums of BICR's programs including Community Outreach Support Services, Personal Effectiveness Training Program, Residential Services and Modular Services.

ONGOING GROUPS / DROP IN EVENTS

DROP IN PROGRAMS	PARTICIPANTS SERVED (AVERAGES)
Bowling at Parkway Lanes	10
Men's Group	13
Fun in the Sun	10
Women's Group	6
Wacky Wednesday	15
REGISTRATION PROGRAMS COMMUNITY BASED	PARTICIPANTS SERVED (AVERAGES)
Whispering Pines	5
WRAP Mondays	5
WRAP Fridays	5
Horticulture Therapy Tuesdays	3
Horticulture Therapy Thursdays	7
Lunch Club Niagara Falls	6
Music Trivia	14
Wood working	9
REGISTRATION PROGRAMS CENTER BASED	PARTICIPANTS SERVED (AVERAGES)
Art Expo	5
Stucco Art	9
Drumming with Erin	8
Creative Painting	4
Music with Phil, Rick and Friends	14
Music Expressions	13
Tai Chi	13
Cooking Take Home Meals	3
Yoga – Floor and Mat	17
Pet Therapy	11
PET Christmas Party	25 attended
TRIPS	PARTICIPANTS SERVED (AVERAGES)
Geneva Park August 2015 (Residential)	8
Geneva Park August 2015 (COSS & Modular)	11
Mexico Trip February 2016	8
SEASONAL	PARTICIPANTS SERVED (AVERAGES)
Baseball Tournament	27 part. Plus 22 students, staff, volunteers, family
Canoeing x 14 weeks	Average 4 per week
COSS & Modular Services Christmas Party	65 participants & 41 family members staff not included
BICR Bowl-a-thon	21 participants and 16 non participants
Spring Fling Dance April 2015	49 participants and 31 non participants
Halloween Dance October 2015	59 participants and 44 non participants

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CALENDAR OUTINGS	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	TOTAL
# OF EVENTS	8	8	9	8	9	8	8	8	8	7	5	8	94
# ATTENDED	127	97	82	67	132	69	127	82	135	82	43	57	1100

HIGHLIGHTS

- The overall attendance numbers for participation in recreational groups and activities saw an increase during this fiscal year. At the same time, attendance at some groups increased and some decreased.
- All ongoing groups and activities offered by the Recreation Department continued to maintain maximum numbers.
- Fundraising was facilitated to offset the participant costs to attend a trip to Mexico. A successful trip to Mexico for 8 participants was facilitated in February 2016.
- Both recreational services and residential services coordinated two summer trips to Geneva Park in August 2015.
- Successful co-facilitation of Wacky Wednesday in coordination with the PET program.
- The continuation of the Wood Working group, in partnership with Heartland Forest.
- BICR continued to foster a successful partnership with the School of Horticulture for the WRAP program.
- The continuation of ongoing contact with residential recreation representatives, and each residential site facilitating one recreation event each month.
- Continued success of seasonal recreation activities that include the Bowl-a-thon, Baseball Tournament and canoeing.
- Semi-annual dances (Spring Fling and Halloween) were hosted in conjunction with PET and well attended by BICR as well as Brain Injury Services Hamilton (BISH) and Tanguay Place.
- Continued input from clients and staff in regards to recreation programming.
- Van Coordinator, including overseeing maintenance schedules and upkeep are adhered to for one agency vehicle housed at the BICR office.
- Provided day to day support to co-op students in recreational services from a variety of post-secondary and high schools in the area.

As the Recreation Coordinator I am an active member of the following BICR committees: Bowl-a-thon, Golf, Vacation planning, Modular Services, Transportation, Community Outreach Support Services/Modular Services Christmas Party.

DAVE HORTON
RECREATION COORDINATOR

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
VOCATIONAL SERVICES ANNUAL REPORT
2015-2016

GENERAL OVERVIEW

The Vocational Department assists participants with overcoming barriers to accessing, maintaining or returning to employment, post-secondary education or volunteering within their community. The focus is using tools and techniques such as goal setting, career counseling, functional and work capacity assessments, job analysis, job development and service co-ordination to assist the participant with obtaining their vocational goal. With the use of individualized case planning and job coaching support the participants can explore new opportunities and ventures. Once our participant's goal is identified the Vocational Department advocates and networks on behalf of the individual with our community based partners. These partnerships include Salvation Army, Goodwill, ODSP Service Providers, YWCA Employment, Canadian Cancer Society, Niagara College, Canadian Mental Health Association, March of Dimes, Community Support Services of Niagara, ONIA and Brock University.

STATISTICS

The information below provides an overview of the Vocational Departments for April 2015 to March 2016.

- Active participants fluctuated between 25-29
- The waitlist ranged between 0-7
- Jobs secured in competitive employment ranged from 7-10
- Jobs secured in seasonal employment ranged from 13-15
- Positions secured in volunteer sectors ranged from 8-13
- Assistance with return to school ranged from 2-4
- Participants needing assistance with job searching ranged from 1-7

HIGHLIGHTS

The Vocational Department had an opportunity to participant in a work incentive project provided by Ground Aerial Maintenance Services (GAMS). Eight participants along with support staff worked for approximately five weeks taking apart street light fixtures and recycling them in the appropriate bins. It was a great work incentive because it enabled us to give our participants that usually do not have the opportunity to work the ability to earn extra money and build self-confidence.

Our partnership with the Salvation Army, Kettle Bell campaign continued to strengthen during the 2015 holiday season. There was an increase in hires within the St Catharines and Niagara Falls location, with expansion to Port Colborne. The majority of the participants returned from the previous season, with many of them being able to work independently.

The Vocational Department continues to be actively involved in the Adopt-A-Road Program, keeping Martindale Road litter free.

Cemetery Gardening Angels continues to grow each year. It is a very exciting and challenging to manage the number of calls and inquires that are being received. The 2015 season was overall a good season for weather and for our participants. We hired 9 participants who worked at various locations throughout the region. One new cemetery was added to our route. The ripple effect of the increased plots and cemetery was increased hours for our participants. We continued to use the business as an opportunity to assess and evaluate different work skills and abilities for future positions.

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VOCATIONAL SERVICES ANNUAL REPORT
2015-2016

OBJECTIVES

The Vocational Department will continue to build a foundation that focuses on pre-employment initiatives, provide opportunities to build skills and motivate and engage our participants to identify their vocational goals.

Through continued efforts to build partnerships, grow our business and create individualized support plans, we will provide support to each participant enabling them to increase and maintain success in their lives.

TINA HORTON
VOCATIONAL COORDINATOR

BOWDEN SUPPORTIVE INDEPENDENT LIVING PROGRAM ANNUAL REPORT 2015-2016

GENERAL OVERVIEW

The Bowden Supported Independent Living program is located within a Niagara Regional Housing apartment building in Fort Erie. The program supports seven participants, each of whom has their own apartment within the building. Staff has an office space on-site and provides assistance to our participants based on each of their unique needs. Support is accessible to 7 days a week from 8:00 a.m. - 9:00 p.m. The program focuses on enhancing our participants' quality of life, community involvement, and continual self-improvement. Staff promote independence, provide opportunities for participants to engage in meaningful activities within the community, and work with participants to help them achieve their identified goals.

HIGHLIGHTS

The program welcomed two new participants during the last year. Staff assisted participants during their time of transition by helping them feel safe and comfortable in their new environment.

The Bowden SIL program promotes that each participant is a unique adult and is deserving of the utmost respect and dignity. Support offered by staff is flexible, individualized, reflective of choices, and is based on the abilities of the individual participant. Individualized support was provided to participants in the areas of developing schedules and routines, assisting with medical appointments and follow up, budgeting, grocery shopping, meal planning, social outings, and exercise.

Living independently affords the participants choices which may involve some elements of risk. Staff continued to offer information on risk bearing behaviours, and attempt to educate the participants on the potential repercussions of certain lifestyle choices or behaviours.

The team at Bowden continues to establish and foster strong partnerships within the community. Some of our community partners include: Niagara Regional Housing, Head Injury Association of Fort Erie (HIAFE), YMCA, Fort Erie Accessible Transit (FAST), and Heartland Forest and BICR's Recreation department.

Participants regularly attend programming offered by the organization's rural coordinator at HIAFE, as well as make use of the facilities at the local YMCA, and independently book and use FAST transit when needed.

The Bowden Team Coordinator is a certified member of the Joint Health and Safety Committee and the Social Committee.

CHALLENGES

An on-going challenge at Bowden is the unpredictable wait time for an apartment to become available within the building. Of the twelve units available, the agency has been slated to have the use of eight of them. Right now the agency's participants are living in seven of the apartments. Staff are using the "common room" as office space. There is an unknown timeframe when the remaining unit will become available. It depends upon whether or not the other Niagara Regional Housing tenants living in the building will agree to move to another Niagara Regional Housing building when space is offered to them.

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
**BOWDEN SUPPORTIVE INDEPENDENT LIVING PROGRAM ANNUAL REPORT
2015-2016**

OBJECTIVES

The Bowden Supported Living Program has had a successful year. Objectives for the upcoming year include:

- Ongoing exploration of other resources within the Fort Erie community that our participants will benefit from.
- Maintaining and fostering current partnerships with the goal of establishing new ones within the community.
- Continuing to work with Niagara Regional Housing to reach our target of utilizing eight units within the building, and secure a common room to facilitate daily social gatherings amongst our Bowden participant population.
- Providing exemplary support to individuals, and their families within the Niagara Region living with the effects of an acquired brain injury.

JEFF SPELIER

TEAM COORDINATOR BOWDEN SIL

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
COMMUNITY OUTREACH SUPPORT SERVICES ANNUAL REPORT
2015-2016

This year has been a season of change for the COSS Program. After many years of dedicated service to BICR, Linda Rapley, the COSS Program Manager decided to retire in 2015. After her retirement, Frank Greco managed COSS for a short time until this writer was hired as the COSS Program Manager. The undersigned started on October 5, 2015. As of December 2015 the COSS program was supporting 160 participants throughout the Niagara region. The Outreach team consists of one Team Coordinator, 10 Case Facilitators and 11 Rehabilitation Counselors who provide a combination of community rehabilitation and living supports to individuals with an acquired brain injury.

The rehabilitation model promotes the development and maintenance of independent health, wellness and community living skills and is based on a client centered approach with mutually agreed upon service plan goals. Our participants live on their own, with family members, in Long Term Care Facilities or in Supportive Living programs with OMOD (Ontario March of Dimes) support. COSS is an integral link in the healthcare chain. Many of the participants we support require ongoing monitoring, crisis prevention and crisis management that, as a result of our support, helps to provide necessary respite for families, contributing to reduced emergency room visits and hospital days thereby supporting the whole healthcare system.

HIGHLIGHTS

In 2015 the Outreach program facilitated two summer programs for BICR Participants. The Horticulture program is a partnership with NTEC and was facilitated by Linda Gosling and Jennifer Fenton. It ran twice per week from May until October. Fun in the sun was another social activity that occurred in Port Dalhousie throughout the summer months that was facilitated by Gillian Pagnotta from PET and Dawn Wolfe from the COSS team. In addition, members of the COSS team in partnership with the PET department and the Recreation Department organized the participant's Christmas party that took place at the Grantham Optimist Club in St. Catharines. This event included approximately 120 participants and family members and 20 staff. A special thanks to Kelly Stack, Chelsie Yungblut and Tina Horton for taking the lead in organizing this event and to Dave Horton for managing the transportation for the event.

COSS participants have utilized the respite bed at Parkdale Place again this year. Respite is an invaluable resource for BICR participants, especially those who are living at home with caregivers who require periodic time away from care giving. In the fiscal year from April 1, 2015 to March 31, 2016 COSS participants used the respite bed a total of 107 days. These respite days were shared across 3 COSS participants.

COSS staff continue to contribute to a variety of committees in the agency. These include the Social Committee, the Wellness Committee, the Emergency Response Committee, the Medication Committee, Health and Safety for Participants, and the IPAC Committee.

The Outreach department has placement students from the Social Service Worker program at Niagara College and/or the EA/SNS program throughout the year and is committed to offering this valuable learning opportunity to students on an ongoing basis.

The Program Manager for COSS has become the Ethics Lead for the agency. The manager attended the "Ethics in Action Workshop" in Ottawa on December 3rd & 4th 2015 that is offered through Accreditation Canada. The COSS Manager completed one new staff training session in Ethics in 2015-2016. Previous training in this area was facilitated by Darlene Stevenson.

In 2015-16 the COSS team reviewed and revised the Hand Washing Initiative that was initiated earlier in the year. After

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COMMUNITY OUTREACH SUPPORT SERVICES ANNUAL REPORT
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consulting with the CCAC of Hamilton Niagara, it was determined that a retroactive approach to evaluating COSS staff hand washing behaviour would be implemented. The revised approach will ask staff to report on their hand washing on the previous day. Data will be collected over the next year and evaluated for reliability and validity. It is expected that the review process in itself will act as an awareness prompt for staff and that any logistical barriers to consistent hand washing will be identified and removed in an effort to increase the frequency and consistency of hand washing across staff.

Lastly, a very special transition occurred this past year in COSS. In the spirit of client centered care, Jen Kiers, our Long Term Care Client Facilitator, assisted one of her participants to fulfill her dream of moving back to her childhood home in Nova Scotia. Jen navigated the complex process of referral that resulted in this participant being accompanied to Nova Scotia and transitioned into a residential home. Jen spent two nights assisting with the settlement and staff training. This is an example of the lengths that BICR is willing to go to attempt to support our participants with their goals and dreams.

OBJECTIVES

Since starting with COSS in October, it has been an exciting opportunity to be a part of a service that has been in operation for many years and that is described as the largest Community Outreach Program in Ontario. This writer has observed the operation of the COSS program for the past 6 months. As a result of these observations and in constant communication with Frank Greco and the rest of the COSS team, the following areas of Program Development have been identified:

1. Participant Transition to COSS – It is very important that when we begin services with each participant and their family or significant others that we begin well. The COSS team will be reviewing this process during this fiscal year. Specifically, we want to ensure that how we bring people into service is consistent across Client Facilitators (CF) and that each CF engages participants in consistent messaging and assessment processes.
2. Individual Service Plan Development (ISP) Process – Related to the above development goal, the COSS team will review the ISP process and goal development process. This process is at the heart of the services that are offered to participants and becomes the guide for the activities and resources that are applied to participants and their families. More time will be spent in the negotiation of service plan goals with participants and their families in an effort to ensure that services are based on assessment outcomes, meet the needs and desires of participants and at the same time communicate the limits of service in an effort to become more focused and time sensitive in nature.
3. Clinical Consultation Integration – In cooperation with the Clinical Team, specifically Dr. Linda Cudmore, the COSS team will also be looking at how to best use our clinical resources to help to contribute to quality programming for COSS participants. Discussions have begun with Dr. Cudmore and the COSS team on when and how to use psychological services. In addition, Dr. Cudmore will be reviewing with the COSS team how to use the goal attainment scale and with COSS evaluate the effectiveness of this tool.

As previously stated, 2015/16 has been a year of change and transition for the COSS team. Change is often difficult for all involved. As the new manager of the program, I want to thank all the COSS team members, the administrative support staff, the HR department, the finance department and Frank Greco for your support and patience as I continue to learn the ropes of BICR!

SCOTT FARRWAY
COSS PROGRAM MANAGER

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
LONG TERM CASE MANAGEMENT ANNUAL REPORT
2015-2016

GENERAL OVERVIEW

The Long-term Case Facilitator provides support and follow-up to participants who are being gradually discharged from BICR services or who require minimal support on a long-term basis in an effort to maintain their independence in the community. Hours of support as well as support requirements are participant driven.

STATISTICAL INFORMATION APRIL 2015-MARCH 2016

CASELOAD APRIL 2014	ADMISSIONS	DISCHARGES / FILE CLOSURES	TRANSFERS	CASELOAD MARCH 2015	WAITLIST MARCH 2015
32 participants	3	4	0	31	0
	2 COSS 1 Intake				

The above statistical information provides an overview of the Long-term Case Facilitators caseload from April 2015 to March 2016. This writer started the fiscal year with 32 participants and ended with 31 participants; there were no participants on the waitlist.

REFERRALS/ADMISSIONS

Three referrals were received by the Long-term Case Facilitator. Two referrals were received from Community Outreach Support Services and the other from the Intake Department. These participants all required minimal support on an on-going basis.

AREAS OF SUPPORT

Participants requested support in the following areas: assistance with coordination of services both internal and external, emotional support, assistance with problem solving and conflict resolution, attendance at medical appointments to ensure continuity of care and medical follow through, assistance with transportation arrangements, comprehension of correspondence and form completion, finding suitable and affordable housing, household management, contacting various service providers such as, Ontario Disability Support Program, Niagara Housing, Workplace Safety Insurance Board, Landlord and Tenant Board, Service Canada, utility companies and pharmacies, to name a few. Writer provided information regarding compensatory strategies to support cognition, education on falls prevention, medication information and flu prevention. The Long-term Case Facilitator also provides support to the participants' caregivers, providing guidance and encouragement. In addition, support was provided to participants in crisis situations; a crisis is defined as any significant internal or external environmental change that overwhelms the participant and exceeds their ability to cope (26 crises were tracked during the aforementioned fiscal year).

TRANSFERS

There were no transfers to other departments during this fiscal year.

DISCHARGES

Four participants were discharged from April 2015 to March 2016. Two participants had not accessed services for an extended period of time, one participant passed away and the other participants' needs were being met within the long-term care facility.

SPECIAL PROJECTS

- Participation in the Emergency Response Outbreak Committee (EROC) continued through the 2015-2016 fiscal year.

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LONG TERM CASE MANAGEMENT ANNUAL REPORT
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- The Transition /Discharge Survey was completed with participants who were being transferred /discharged from Comprehensive and Modular Services. Within this fiscal year forty-one surveys were completed.

DONNA RIX
LONG TERM CASE FACILITATOR

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
PERSONAL EFFECTIVENESS TRAINING ANNUAL REPORT
2015-2016

The Personal Effectiveness Training Program (PET) offers a comprehensive five day per week day-program in partnership with the March of Dimes (MOD). PET continues to foster growth and development in the key components of Community and Life Skills Training, Physical Exercise, Leisure Development and Supported Community Placements. In addition, PET staff coordinate and facilitate short term programs at Unit 10 for increased learning opportunities that are open for all participants.

SKILL TRAINING & EDUCATION: PET incorporates skills training and education into daily groups, individual sessions and short term group initiatives. The development of a variety of life skills continues to be a great focus at PET. Individuals attend these groups continuously on a weekly basis. Additionally, educational sessions on disease prevention, safe food handling, and a variety of health topics are offered to reinforce the goal to embrace lifelong learning.

PHYSICAL EDUCATION: Physical Education is incorporated at PET through ongoing weekly groups in addition to short term and long term group initiatives. PET continues to utilize the YMCA of Niagara and the Kiwanis Aquatic Centre to incorporate physical fitness into a weekly routine. Individuals who attend this component of the program are offered individual support to achieve their fitness goals. During this report period, PET was able to offer yoga or tai chi continuously on a weekly basis. Tai Chi is provided through a partnership with the Experience Physical Activity program and through funding from our partner, March of Dimes. Tai Chi PET and in cooperation with the Experience Physical Activity Program arranged a demonstration at the Fairview Mall in St. Catharines in order to celebrate the accomplishments of the participants who attended. The event drew in observers from the community and received media coverage.

LEISURE DEVELOPMENT: PET continues to offer a wide variety of leisure development classes. Art Stucco is a group where individuals create a multimedia work of art while following basic instruction. Art Stucco is offered quarterly or bi-quarterly and continues to be a well-attended and a popular activity at BICR. Continuing with the art theme, PET offered a number of BICR participants the opportunity to showcase their art at an Art Exposition which took place in February 2016. To prepare for this event, individuals attended monthly/bi-monthly meetings where they discussed marketing strategies, framing, pricing their art and a number of other topics leading up to the event. The event itself was well attended with over 100 supporters. Eight individuals took part in the show and three participants sold pieces of art. From this event, one of the participants has made concrete plans to have his own Art Expo event in late 2016. Other leisure development groups that PET has offered throughout this reporting period have been: Drumming, music trivia, karaoke, drama, crafts and adult colouring.

COMMUNITY SKILL DEVELOPMENT: The Community Skill Development component provides opportunities for participants to develop skills in the areas of communication, money management and social interactions while being supported in the community. During this reporting period, PET has attended a number of community events/outings both in and outside of the Niagara Region. These included the March of Dimes volunteer recognition award event, socials & parties, fishing, picnics and nature walks on accessible trails throughout Niagara, Windwood farms, White Meadows, Heartland Forest, restaurants, movies and shopping excursions as well as a trip to the Royal Botanical Gardens. PET also attended two conferences specific which included the Pathways to Success and Peer Group Conference.

SUPPORTED COMMUNITY PLACEMENTS: PET continues to offer supported community placements to participants on a rotational basis at Community Care St. Catharines, the Lincoln County Humane Society and Niagara Action for Animals.

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
PERSONAL EFFECTIVENESS TRAINING ANNUAL REPORT
2015-2016

These placements are offered to participants interested in volunteering their time to a community organization while developing their cognitive and interpersonal skills. PET continues to host The Good Food Box which is a local project serving Niagara residents. The purpose of the program is to provide individuals with fresh fruit and vegetables at a low cost. Participants have an opportunity to be a part of this project by providing administrative work, collecting monies, providing customer service and receiving orders. Currently four participants have an ongoing role with this project.

STATISTICS

The number of participants attending PET has fluctuated between 23 and 26 during this reporting period. Total participant numbers includes 10-12 MOD participants and between 12-15 BICR participants. In addition, an average of 14 participants attend the music therapy program. The majority of the participants attend PET on an ongoing, long term basis throughout the year.

Participant numbers vary from day to day. The average BICR participant attends PET 1.5 days per week. Mondays (6 participants attend), Tuesdays (6 participants attend), Wednesdays (8 participants attend), Thursdays (6 participants attend), and Fridays (8 participants attend PET). Additionally, group programming that is offered in Unit 10 is attended by a number of BICR participants. These numbers are included in the Recreational Department Statistics.

PROGRAM INITIATIVES:

- The PET program continues to contract the services of a music therapist to provide services one hour per week. This particular component of the PET program remains open for any BICR participant and currently an average of 14 participants are involved.
- The Art Exposition took place in February 2016 at Mahtay Café. Eight participants showcased their work. The event hosted over 100 people including participants, family members and friends. One participant along with a BICR staff provided musical entertainment for the first hour to commence the event.
- PET continues to host a “Christmas Craft Sale”. PET participants make a number of craft items during the year. These items are sold and the monies are used to offset the cost of outings and programs offered throughout the year.
- Take Home Cooking is a new initiative which was developed during this report period. Individuals attending this group are provided with a list of grocery ingredients. They bring it in on a specific day and prepare between 6-16 freezer meals. The purpose of this initiative is to provide safe food handling skills, sequencing activities to have healthy food options. All meals are suited to the participants needs and most are “crock pot meals” designed to increase independence for individuals with memory impairments allowing them to prepare and cook their own meals. Due to space limitations, between 4-5 individuals are invited to attend every session. To accommodate individuals on the waitlist, a second session was provided on a monthly basis.
- PET facilitated Fun in the Sun group during this fiscal year. This group ran from May until the end of August. During the month of May, the group was located at Unit 10. From June until August it was held at Lakeside Park and a mix of BICR participants including PET attended this group throughout the spring and summer months.
- PET celebrated the holiday season by hosting an annual Christmas celebration which was held at Bethany Community Church. 25 participants attended the event and enjoyed a catered lunch. The participants who attend Music therapy put on a small concert for the attendees (which included family members).

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PERSONAL EFFECTIVENESS TRAINING ANNUAL REPORT
2015-2016

- Participation in PET is based on participant need or the interest in the activities offered. A waitlist for PET was accommodated by offering participants the opportunity to participate in a short term group programming. At this time, there is one participant who remains on the waitlist but who is actively attending groups.
- PET has strengthened the partnership with BIAN by providing two hours per week of direct service by interacting with BIAN members at their new clubhouse.

GILLIAN PAGNOTTA
PET COORDINATOR

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
RESIDENTIAL SERVICES ANNUAL REPORT
2015-2016

GENERAL OVERVIEW

This report covers the period from April 1, 2015 to March 31, 2016. Residential Services is comprised of the Richardson Court, Promenade Richelieu and Parkdale residential sites inclusive of the Transitional Training Facility located in the basement of the Parkdale residence.

RESIDENTIAL SERVICES

During this reporting period, the Residential department provided resources and supports for 15 full-time residential placements and one shared care participant. The shared care participant accesses the residential program from Sundays to Thursday each week and spends the weekend home with family. This arrangement allows additional individuals the opportunity for weekend respite stays typically offered from Thursday evening to Sunday afternoon. Participants accessing the respite program were provided with an average of 50 hours of residential support every weekend to ensure the success of their stay. Respite continues to give caregivers an opportunity to have a well needed break and to give participants a chance to experience a new environment and have consistency to work on skill building.

The participant compliment at the Promenade Richelieu residence changed as one participant with higher medical needs moved into an alternative setting. Promenade welcomed a new participant who was being supported in COSS but required additional supports due to some significant behaviours directly relating to his ABI.

In April 2015, there was an organizational strategy that involved the reassignment of some frontline staff to different residential sites. Promenade Richelieu welcomed a new Team Coordinator. A total of 8 frontline staff were reassigned. Teams worked through this challenging, transition phase and strengthened their vision and support. As part of this organizational change, a full time Rehabilitation Counselor position was created where staff were able to share hours between Richardson Court and the Buckley program.

Services for all the residential participants were achieved through the dedicated efforts of a supportive team comprised of 2 Program Managers, 2 Team Coordinators, 6 Case Facilitators, 55 Rehabilitation Counselors and students, from various local schools. Staff collaborate with Dr. Linda Cudmore who has joined the BICR team replacing Dr. John Davis as the Director of Clinical Services. Dr. Cudmore consults with managers, staff and participants to ensure that the participants are receiving the best quality of care to support their complex needs. The highly skilled team supports participants in all aspects of their life including activities of daily living, behavioural management, and establishing consistent routines to increase productive activities with frequent community involvement. The residential program continues to embrace participant changes relating to aspects of aging and health support. There continues to be coordination with Community Care Assess Centre for occupational services, physical therapy support and for the facilitation of transitions and referrals to Long Term Care Facilities.

The residential team is committed to the agency's strategic directions with a focus on creating an overall culture of safety. Staff continue to collaborate with participants to ensure that they are working to reach their goals in a safe environment. The agency recently introduced a new safety initiative for safe eating as a way to reduce the risk of choking. All residential participants are assessed for their risk and those who score high for choking have a Safe Eating Plan developed in consultation with a Speech Language Pathologist.

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RESIDENTIAL SERVICES ANNUAL REPORT
2015-2016

Much gratitude is extended to the residential staff for their enthusiasm, dedication and tireless efforts towards constantly striving to improve the quality of life for our residential participants.

CHRISTINE WILLIAMS,
PROGRAM MANAGER

MARGO VAN HONSBERGER
PROGRAM MANAGER

BUCKLEY TOWERS ANNUAL REPORT 2015-2016

GENERAL OVERVIEW

Buckley Towers is a supported independent living program based in Niagara Falls. The program provides participants with an opportunity to live in their own apartment while accessing staff support where needed. This program is designed to help participants become more independent by developing their skills and in establishing some meaningful, productive activity with frequent community involvement. The goal is for participants to transition out of the program with daily routines and skills in place.

Buckley operates 7 days a week from Monday to Friday 8:00 am - 9:00 pm and on weekends from 9:00 am - 9:00 pm with two full time staff working during the daytime hours. A total of three part-time staff and two relief staff augment the full time hours and primarily work evening and weekends.

The ongoing partnership between Buckley Towers program and Niagara Regional Housing strengthens the program and gives opportunities for participants to access subsidized housing. All rental costs for participants continue to be geared to income and participants can apply for a transfer within NRH once they are ready to transition out of the Buckley program.

HIGHLIGHTS

- The agency had some internal organizational changes in May / June 2015. The Buckley program welcomed Beth Neufeld as the new Team Coordinator.
- As part of the organizational changes, a full time Rehabilitation Counselor position was created where a staff shared hours between the Buckley program and Richardson Court.
- Six participants are currently involved in the Buckley program with the plan to add one more. This will occur once the participant (who is currently at Buckley) transitions into the St. Paul residence.
- A transition to COSS occurred in September 2015 where a participant transitioned into another NRH building in St. Catharines. A COSS Case Facilitator was assigned to his file and the program was able to accept a participant from Intake / Case Management.
- Another transition occurred in November 2015 where a participant in the program accepted a placement in a Long Term Care Setting due to some ongoing health changes. This vacancy was filled with a participant who will be transitioning into St. Paul residence.
- More recently, a program vacancy (which included an accessible apartment unit) presented when unfortunately a participant passed away. The agency did not have a need for the accessible unit so the apartment was given back to Niagara Regional Housing. Shortly thereafter, an apartment became available and a participant on the waitlist from Case Management transitioned into the program.
- Several participants continue to participate in consistent workouts at the YMCA-Niagara Falls Branch. The ongoing partnership between BIAN and the YMCA makes this possible for a low membership cost.
- The Niagara Region continues to offer the Wellness and Healthy Living Program for all tenants at Buckley. This Wellness program gives tenants an opportunity to participate in a weekly exercise class, participate in a weekly breakfast event, foot care, blood pressure readings, BINGO, holiday festivities, movie nights and other social activities. Some of the Buckley participants participate in these programs on a regular basis.
- Several participants are actively involved in recreational programming through the agency including Men's group, WRAP, bowling, YOGA, SUBI group, PET, dances and other recreational activities.

**BUCKLEY TOWERS ANNUAL REPORT
2015-2016**

- The Wednesday evening dinner event at Buckley continues to strengthen, as participants look forward to having a meal and the opportunity to socialize with one another. This dinner activity has subsequently led to the participants developing friendships which have extended well beyond the structure that was planned by staff.

**MARGO VAN HONSBERGER
PROGRAM MANAGER**

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PSYCHOLOGY SERVICES ANNUAL REPORT
2015-2016

In July 2015, Psychology Services underwent a change, as the previous Psychologist and Clinical Director resigned from the agency. The current Psychologist began providing clinical services on a part-time basis, moving to full time hours in February 2016. The Psychologist continues to serve as BICR's Clinical Director and reports to the Chief Executive Officer. The types of clinical services provided by Psychology include assessment (e.g., neuropsychological, psychological, behavioral), treatment (e.g., counselling and psychotherapy) and consultation (to BICR and other external community-based rehabilitation providers). The Psychologist is also available to complete forms that assist Participants in accessing government- funded or regional resources (e.g. ODSP, Niagara Specialized Transit, BIAN YMCA memberships) and auto insurance funding for medical rehabilitation. Clinical services to Participants of BICR totaled approximately 51 percent of the Psychologists weekly hours, including both direct and indirect services to Participants or family members / support persons of Participants. The Psychologist also spends time involved in administrative duties and training / educational opportunities.

Since July 2015, psychological services have been provided to 34 unique Participants. There were 18 new referrals and 6 file closures. On average, 26 Participants were active at any one time, with about 15 unique Participants being seen each month. Participant waiting time for service since the change in Psychologists was about 9 weeks. The large majority of recipients of psychological services come from Ministry of Health-funded Participants involved with Intake/Case Management, COSS, Residential and Modular Services. There are currently two Participants receiving fee-for-service treatment from the Psychologist.

The Psychologist is involved with the Management team (e.g., meetings and management planning days), the Behavioral Review Committee, and the Admissions Committee. In terms of Clinical Quality Assurance, a review of the Goal Attainment Scales that were completed over the course of the year shows that on average, 59 percent of Participants remained stable or demonstrated some progress / improvement in their goals when their goals were reviewed.

LINDA CUDMORE, PH.D., C.PSYCH.
PSYCHOLOGIST AND CLINICAL DIRECTOR

**SOCIAL WORKER ANNUAL REPORT
2015-2016**

GENERAL OVERVIEW

Over the past year the social work department has been very busy servicing an average of 60-65 participants and family members per month. The requests for service have been primarily for individual counseling and family education. Due to an increased amount of referrals in the past year wait list times have also increased averaging approximately 4-6 months.

At this time the social work program provides counseling for participants and their family members at the main office and throughout the different communities in the Niagara Region. During the year there have been a variety of issues that have been predominant for the social work program. Some of the issues include building and maintaining healthy relationships as well as couples counseling, mental health and addiction issues, acquired brain injury education, learning to cope with change and anger management.

The social work department also provides informal opportunities for staff to discuss participant issues or concerns as required and works closely with other staff members in order to best serve the needs of the participants.

I look forward to continued growth and development within this program over the next year.

**TRICIA APOSTOLON
SOCIAL WORKER**

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
PROJECT MANAGER ANNUAL REPORT
2015-2016

The Administration team consists of seven staff: Office Assistants (2), Records Assistant (1), Receptionists (2), Maintenance (1) and Project Manager (1), who provide a wide range of administrative support to participants, families, staff and visitors, including:

Support of departments, specific programs, staff and committees

Records Management

Reception

Purchasing

Resource Management

Publications such as the Internal Digest, Brainwaves, Learning & Leisure Guide, Brochures, etc.

Technology such as computer systems, telephone and voicemail, user and password maintenance, etc.

Support of Golf Tournament & Bowling Fundraiser, Annual General Meeting and other Events

Privacy Support (PHIPA)

Website Maintenance

Accreditation Canada activities

Participant Safety initiatives

Mail distribution and word processing

BUILDING

As reported last year, in order to comply with the new Ontario Fire Code requirements that protect vulnerable residents in a Supportive Housing program, the Ministry of Health required BICR to review and report on the costs associated with making enhancements at Richardson Court and St. Paul Avenue sites.

In 2015, this writer coordinated with the architect in both of these projects to complete a bid analysis and provide a recommendation to the MOH. Both recommendations were approved by the MOH. At the end of the fiscal year, a building permit was issued by the City of Niagara Falls and renovations have begun at St. Paul Avenue. Construction includes both Fire Code requirements as well as a large retrofit of the building. As well in March 2016, a building permit was issued by the City of St. Catharines for Richardson Court. Renovations at Richardson Court are expected to begin in May/June 2016.

STRATEGIC INFORMATION SYSTEM PLANNING (SISP)

BICR continued to be active in technology initiatives in 2015 – 2016:

EQUIPMENT: To increase remote access security of our network, the agency purchased a Secure VPN router. Originally purchased in 2010, one remote server was replaced. The server was running Windows 2003, and Microsoft discontinued support of this operating system in June 2015.

Both Xerox colour and black/white photocopiers in operation at the main office were purchased in 2009, and after one million print/copies on the colour copier and similar use of the black/white copier, the machines were nearing their end of life. Hence, two new systems were purchased at the end of the fiscal year, with delivery expected in early April.

PROJECT MANAGER ANNUAL REPORT
2015-2016

In the agency's ongoing efforts to maintain current systems, six new computers were purchased to replace old systems. Adding in the systems purchased for the new St. Paul Avenue site, at year end BICR had an inventory of 76 computer systems. In review, 48 of the 76 systems are 0-4 years old, 14 of 76 systems are between 5-7 years old and 14 of 76 systems are between 8-10 years old. The agency continues to steadily replace other aging equipment and in this year also replaced several printers, a folding machine and network routers.

BICRSHARE: Replacing DocuShare, the agency's new records management system was developed in 2015. Throughout the year, this writer worked with a programmer to design and test the new software. A web based document management system, the new solution resides in-house on BICR's network. In January, all current participant information was scanned, classified and uploaded to the new system. In February, Record Binder designates were given access to BICRshare and are now able to view record information for the participants they support.

VOICEMAIL & TELEPHONES: In 2014, BICR was informed by Bell Canada that its Nortel telephone and voicemail system will be discontinued by the manufacturer. At year end, BICR purchased a new Bell Avaya system which will be installed in the next fiscal year.

CLINICAL CONNECT: BICR began to learn about ClinicalConnect, a secure, web-based software portal that provides health service providers such as BICR with access to participants' electronic medical information. Funded by eHealth Ontario, this tool will be installed in 2016.

OTHER HIGHLIGHTS:

- BICR learned that the agency's next Accreditation Canada survey visit will be on May 1 – 4, 2016. Substantial work continued throughout the year in all areas of accreditation preparation. Managers worked with staff teams to complete the self-assessment process and diligently update various Standards as needed. Another focus was enhancing the agency's Quality Plan and an information sessions were completed in the year for staff.
- Pat Fryer & Associates Inc., conducted a Risk Audit in June 2015. The purpose of this project was to review the present status of BICR's Client/Staff Safety, Quality and Risk Management Program including the extent of BICR risk exposures and the strength of the organization's risk management capabilities. Although no urgent issues were identified, recommendations were reviewed by managers and will be targeted for response in the coming year.
- This writer is a member of the Participant Safety Steering Committee which noted a number of trends in their quarterly report to the Board of Directors. In the Patient Safety Culture Survey administered in 2014, the agency received flags from staff over concerns when making a serious error. The PSSC was asked to lead a communication and educational initiative with staff in this area in 2015. Committee members attended staff meetings to initiate dialogue with staff teams. The discussion provided the agency with an opportunity to educate staff around the process of Root Cause Analysis, incident classification definitions and discuss what happens when an error occurs. Feedback from staff after these sessions confirmed that the open dialogue promoted a more confident culture and helped to normalize discussion of errors.
- The Emergency Response Plan and Outbreak Committee (EROC) followed its annual checklist of tasks and these were completed including a test of the emergency response plan, an audit of emergency supplies, a review of the emergency, outbreak and pandemic plans and an audit of participant's level of vulnerability.

**PROJECT MANAGER ANNUAL REPORT
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- As Personal Information Officer, this writer was active in responding to privacy requests in accordance with PHIPA. As well, facilitating Documentation Orientation training to new staff and Refresher training to existing staff was completed throughout the year.

OBJECTIVES

- Coordinate and prepare for the Accreditation Canada Survey scheduled for May 2016.
- Liaise with architect and construction firm to implement the required Fire Code upgrades at Richardson Court and Fire Code/Retrofit changes at St. Paul Avenue.
- Review and address recommendations from external risk audit.
- Participate in the Staff Open Space and Community Open Space forums.
- Implement SISP initiatives including:
 - Create user profiles to enable Rehabilitation Counsellors to access BICRshare.
 - Coordinate installation and training for new telephone and voicemail system.
 - Implement ClinicalConnect project.
 - Target replacement of computer systems in the 8-10 year old range, and other priority projects.

Many thanks to our dedicated and hardworking administrative staff who continue to provide high level support to staff, participants, families and visitors. Their tireless efforts are appreciated.

**HEATHER OLSZEWSKI
PROJECT MANAGER**

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
HUMAN RESOURCES DEPARTMENT ANNUAL REPORT
2015-2016

During the 2015-2016 fiscal year, Human Resources continued to demonstrate their commitment to working strategically with the agency's decision makers to advance the overall mission and strategic objectives of BICR. We strived to provide leadership and guidance through human resource programs and services including recruitment and staffing, employee relations, organizational and employee development, risk managements, compensation and benefits and legal compliance.

The following are highlights from the year:

WORKLIFE PULSE SURVEY

In preparation for the agency's Accreditation Canada survey in 2016, the agency administered the Worklife Pulse Survey to all staff as required of the process. We had 102 staff from all levels of the agency respond to the survey, which is a 75% response rate. Noteworthy feedback from staff that responded to this assessment included over 80% that either **agreed or strongly agreed:**

- they understand what is expected of them in their job, they have a good measure of autonomy and the required resources to complete their job/tasks, and adequate training is provided
- their co-workers are respectful, helpful and team- oriented
- their immediate supervisor treats them fairly and can be relied upon to help when needed
- senior management communicates the agency's goals effectively, is committed to providing high quality care and a safe and healthy workplace
- the agency takes effective action to prevent workplace violence and abuse in the workplace
- overall the work environment is safe and affords the ability to balance family and personal life with work

Likewise the great majority of staff overall are satisfied with their job and would recommend BICR to their family or friends who require care.

Future focus for the management team will include enhancing our employee recognition initiatives, utilizing different methods to respond to staff feedback, and assisting employees at all levels to develop and enhance their career with the agency.

On the whole, the significant positive response to various facets of this survey is a true testament to the dedication and commitment of our staff and management team to ensuring we are providing the highest quality of service to our participants and to each other.

FOOD FOR THOUGHT LUNCHEONS

These luncheons in which staff from various departments are invited to attend along with two members of the Management Team, continued to be scheduled monthly. These group discussions in the past year asked staff to comment on the overall morale in their department/ the agency, their wish list of resources, what makes them feel valued at the agency, how workplace safety can be improved, where they turn to for work-related concerns, if existing forums for feedback are sufficient, and what they would change about their job.

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As in the past, the feedback from staff this past year consistently focused on their appreciation for the agency's flexible schedules allowing a good measure of work-life balance, the agency's effective health & safety initiatives, the amount of training staff receive, the open-door policy and how rewarding it is having the opportunity to make a difference in the lives of our Participants. In the same respect, the constructive feedback we received focused on how busy programming can be for our residential participants, the desire for more hours (p/t & relief staff) and less paperwork, and staff burnout.

Moving forward, the management team will continue to hold these monthly Food for Thought Luncheons and review the feedback generated on a regular basis. Likewise, the managers remain open to hearing from staff at any time about how the agency can continue to improve or enhance its benefits and services for the staff.

HEALTH AND SAFETY

The multi-site Joint Health & Safety Committee continues to cultivate a collaborative partnership with the leadership team in maintaining a strong commitment to the health, safety and wellness of each staff member.

As with past years, the JHSC continues to promote and facilitate health and safety initiatives, such as hosting an annual influenza vaccination clinic, recognizing the annual NAOSH (National Occupational Safety & Health) week, conducting monthly hand hygiene audits at each location, and diligent follow up with employee incidents, accidents, and hazards/near misses.

Although the committee has recently experienced member changes (the addition of a certified staff representative for the Niagara Falls locations, and the departure of a management representative), it will continue to focus on promoting a strong safety culture through education and leading by example.

RETURN TO WORK/JOB ACCOMMODATIONS

As described in the agency's Early and Safe Return to Work policy, BICR is committed to the successful recovery of employees who are injured or become ill on the job by assisting in the early intervention and return to safe work. However, should the illness or injury be non-occupational in nature (did not happen on the job), the agency strives to apply the same philosophy. Consequently, in some instances, the employee may require a leave of absence followed by a period of on the job accommodation to ensure a safe return to work. In other instances the employee is able to continue working and some accommodation is necessary to ensure the work is performed safely. In both instances, Human Resources works with the employee and the employee's manager to design a modified work program based on the physician's recommendations and then monitors the employee's progress to ensure compliance with the medical precautions.

This past fiscal year we have noticed an increase in the amount of non-occupational injuries employees have been dealing with. As such, we have successfully assisted over a dozen employees in the last year with job accommodations from a non-occupational injury that have and continue to require job accommodations.

SUMMARY

For the next three years, the HR Strategic Plan will seek to establish a vision and mission not just for human resource effectiveness, but also for overall organizational effectiveness. We will focus on creating a skilled and engaged workforce

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that is adaptable, that can respond quickly to changing requirements and demands, and that is energetic and motivated. Moreover, we will also focus on creating an inclusive workforce, one that embraces diversity reflective of the various cultures within the community, and that operates in an environment based on dignity, respect, fairness and equality, where everyone feels valued.

Furthermore, to help the agency prepare for the loss of knowledge and leadership that will result from retirements and attrition, our intent is to develop leadership skills, knowledge and abilities at all levels of the organization. Likewise, by employing best practices in all areas of human resource management, including recruitment, health, safety, wellness, change management and employee relations we will be able to effectively respond to changes in the internal and external environment that may occur quickly with little notice.

Therefore, as a strategic partner, the HR team is committed to maximizing the productivity of the agency by optimizing the effectiveness of its employees, in order to actively contribute to the agency's overall strategic directions.

ERICA LAPLANTE
HUMAN RESOURCES MANAGER

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The Human Resources team believes that the agency’s human capital is its most important asset to success. Using best practices in recruitment and selection has been key to attracting and retaining a skilled, diverse and motivated workforce that will enable BICR to fulfill its mission and strategic goals.

The recruitment function has certainly been an active HR function this past fiscal year. The agency saw a significant amount of maternity/parental leaves, resignations and retirements which resulted in permanent and temporary opportunities within the agency. Likewise, many of the opportunities for growth and internal mobility were created as a result of the agency’s new St. Paul Transitional Rehabilitation Program. Many of the full-time opportunities have been filled internally, which has created other permanent opportunities and staffing changes within the Agency. These new experiences have been beneficial for staff and employees are thriving in their new roles. As the agency prepares for the opening of the St. Paul location in the next fiscal year, the recruitment function will continue to dominate the daily activities of the HR department.

BICR was fortunate to again receive funding for three (3) summer students through Canada Summer Student Jobs. Students were successful in their placements and one remained with us on a relief capacity during the summer months.

CHANGES	NUMBERS
New Hires (External)	31 (relief status front line) 2 (full time Management positions) 3 (full time Coordinator positions)
Departures	18 Resignations 2 Retirements
Internal Movement/Promotions	8 (permanent full time positions) 16 (permanent part time positions) 25 (full time temporary contracts) 1 (job rotation between full time staff) 3 (position promotions)

The HR department continues to actively highlight the importance of taking advantage of continuous education and training opportunities that is provided internally or made available externally, to ensure staff are engaged and motivated to meet professional goals and accomplish organizational objectives.

This past year, we focused on updating the curriculum in the mandatory training sessions which included: Health & Safety, Workplace Violence Prevention, Crisis Intervention Management, Documentation, and Bi-Annuals (three-part session on Brain Basics, Behavioural Principles and Areas of Rehab). Concurrently, changes were made to the agency’s internal education structure which now involves releasing the training schedule annually and offering training in the evenings and on weekends. Undoubtedly, these changes will help to decrease the barriers for staff in attending training and increase the percentage of staff who are current in their mandatory training requirements.

External courses offered to all staff have included Mental Health First Aid, Suicide Prevention Training, Substance Use and ABI/Mental Health, Trauma Essentials, Safe Food Handling, and a number of other topics designed for professional development, work-life balance and in response to staff feedback. Additionally, BICR has also been visible at external workshops, sending several staff from across the agency to annual ABI Conferences and OBIA courses, which have

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provided staff with current information, techniques, strategies and interventions that will equip them to better support the participants.

As staff continue to provide positive feedback about the amount and quality of training available to BICR employees, the agency is able to define itself as a Learning Organization, which is a reputable qualification of an Employer of Choice.

Finally, the HR department was thrilled to host/ sponsor various agency initiatives this past year for staff and volunteers, including the annual Volunteer Appreciation event, the Facilitator's Luncheon, Take Your Kids to Work Day, and different health and wellness events such as Healthy Workplace Month and Random Act of Kindness Day.

Moving forward, the HR department is committed to focusing on the following initiatives:

- Employing best practices in recruitment and the on-boarding process to ensure optimal person-job fit within the organization.
- Working collaboratively with the management team to ensure employees are engaged, motivated, developed and recognized for achievements.
- Maintaining cohesive relationships with our HR partners in like agencies to ensure we are remaining knowledgeable and current in our HR practices.
- Continue to promote a culture that entrenches employee health, safety and wellness in all of its activities and especially through education, effective management, current policies/procedures and workforce flexibility.

KIERSTEN HENSBEE
HUMAN RESOURCES COORDINATOR

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
VOLUNTEER COORDINATOR ANNUAL REPORT
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Brain Injury Community Re-entry continues to maintain a strong base of dedicated volunteers who devote their time and energy assisting our participants and furthering the interests of the agency. In total, more than fifty outstanding individuals have volunteered more than 4000 hours of their time for BICR over the past year.

BICR has supervised and mentored over twenty students from local college and university programs including: Social Service Worker (SSW), Educational Assistant-Special Needs Support (EASNS), Recreational Therapy and Human Resources. Recruitment continues to be aided by strong student volunteers who have demonstrated their skills and abilities through placements and moved on to paid employment with the Agency. In fact, BICR hired seven former student volunteers during the 2015-2016 fiscal year and will continue to look at its pool of student volunteers as hiring needs arise.

Moreover, friendly visiting volunteers continue to enhance the programs developed for our participants. By assisting with activities such as speech therapy sessions, art groups and physical fitness routines, they provide an additional means of support and encouragement for all of those involved.

Additionally, BICR has a dedicated group of volunteers in non-front line roles. Most of the volunteers involved with the Agency's monthly Bingo sessions and Annual Golf Tournament are long standing volunteers who have dedicated their time for a number of years.

Likewise, participants continue to take advantage of opportunities to volunteer for agency fundraising events such as the annual Golf Tournament. Providing this occasion to give back to BICR is not only beneficial for the volunteer participants but for the agency as a whole.

In the coming months the Volunteer function will concentrate on the following initiatives:

- Attracting volunteers in the more rural areas where services are offered (i.e. Fort Erie, Port Colborne) which has proven challenging to this point with the high number of student volunteers who do not have access to a vehicle.
- Streamlining the on-boarding process for volunteers which is often delayed with lengthy wait times for Vulnerable Sector Criminal Reference Checks.
- Creating a more efficient process for volunteers to report hours and provide feedback.
- Maintaining community partnerships with such groups as RAVA (Niagara's Regional Association of Volunteer Administrators) which will assist the agency in employing best practices in recruiting, educating and maintaining an effective volunteer base.

KIERSTEN HENSBEE
HUMAN RESOURCES COORDINATOR

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DIRECTOR OF FINANCE ANNUAL REPORT
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This past year has been another rewarding period in supporting BICR. Activity within the accounting office included further utilization of on-line technology, facilitating payouts for the Province of Ontario's PSW/PSS initiative, securing funding to replace existing resources in addition to general day to day activities. While activity outside the department included developing a mutually agreeable Memorandum Of Understanding with Canadian Mental Health Association - Niagara for a partnership to provide services to our participants at one of their residential sites, providing information sessions to all staff related to our Quality Plan, continued work towards achieving the operational plan, preparing for the upcoming Accreditation Canada survey among other activities in support of the agency and staff in their roles.

In June of 2015, BICR started reimbursing staff for mileage and meal expenses with their automated payroll payments. This has saved considerable time and energy since processing physical cheques is no longer required. At the time of writing, BICR has also started paying utility bills on-line through electronic banking. It is expected that this will create further efficiencies, as well.

As expected, the Province of Ontario's Personal Support Worker/Personal Support Service first year funding (2014/2015) was received and paid out to all front line clinical employees last May. The second year (2015/2016) of this initiative was paid to employees still under the provincial target in September.

With the modifications to the Ontario Fire Code (2014), mandatory changes to fire alarms and sprinkler systems were identified for Richardson Court. While some preliminary work has been completed, it is expected that most of these changes will occur throughout the 2016/2017 fiscal year even though the code does not fully come into effect until 2020. We are proud to report that this work will be completed to ensure the safety of participants, staff and visiting family members.

As noted in the last annual report, Delta Bingo operations were halted during the summer of 2014 and restarted in May 2015. This revenue stream will continue to provide much needed resources to participants for a variety of reasons. With this change also came the need to use up pre-existing bingo dollars during the year. After careful consideration, the agency used these as well as other resources to purchase a new van (2014 Chrysler Grand Caravan) for the Promenade Richelieu residence.

Another source of income initiated last year, with the purchase of Cemetery Gardening Angels, continues to provide an alternative revenue stream and employ several participants in this landscaping venture that focuses on beautifying cemetery plots throughout the Niagara Region.

Recently, we received approval from the Ministry Managed Portfolio to use surplus dollars to purchase two new photocopiers as well as a new phone system and related telephones for the agency. We also received approval to use excess LHIN funding for the final installment of BICRshare (an electronic document storage solution to replace Docushare) and to replace the roof at the Parkdale Place residence. Much appreciation is extended to our funders for allowing us these opportunities.

While renovations at the St. Paul Avenue, Niagara Falls site started last year, there were many roadblocks to overcome due to the necessary change in use and therefore modifications required for various building and fire codes. In March, all permits were finally obtained so that construction was able to continue. It is now expected that construction will be

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completed by the end of June 2016. In the interim, support services for one individual commenced in another location in January. While support for two others started in February and March. As noted, a Memorandum of Understanding has been signed with Canadian Mental Health Association Niagara to recognize both organizations for their contributions to this partnership.

The Quality Plan has evolved to the point that we will be proud to share it with Accreditation Canada. With input from one of their own (former surveyor Kelly Milne) and the LHIN, it is now a robust plan that we will be able to build on in the future. By profiling the annual Quality Plan and results (Targets & Initiatives Worksheet) at staff meetings and then printing these in the Internal Digest (results quarterly), staff should understand the importance of quality in the work that they do every day.

In addition, the writer continued involvement with the LHIN 4 Community Support Services Network during the year. This group is working with the LHIN to develop a common set of quality indicators for all agencies in the HNHB LHIN area to report on.

OPERATIONAL PLAN UPDATES

Activity related to implementing the **Strategic Direction - Effective Organization (BICR remains committed to be an employer of choice focusing on employee safety and engagement, technology improvements and fiscal responsibility that will provide participant centered services)** continued during the year. While three senior staff are the main drivers to move this direction forward, the writer was specifically involved in the following activities during the year:

EXPLOIT INFORMATION TECHNOLOGY

- BICR has been processing staff expense forms electronically with payroll since June 2015.
- BICR started paying utility payments on-line in March 2016.
- Resources continue to be made available to replace computer systems.
- In addition, a new document storage solution and network to support this new application have been acquired.
- The agency has ordered a new telephone system to replace the existing system no longer supported by Bell.
- The agency has also ordered two new photocopiers to replace the existing equipment at the main office.

IMPROVED FISCAL RESPONSIBILITY

- Discounts and savings continue to be explored in various areas. The reduced cost of gasoline has provided the agency with additional savings during the year.

INCREASE QUALITY ASSURANCE AND REVIEW & UPDATE THE QUALITY PLAN

- The final results for the revised Quality Plan (2015-2016) will be circulated in May 2016.
- A few changes have been made to the annual Quality Plan for the upcoming (2016-2017) year and include the addition of one indicator relating to a participant's own involvement in developing their support plans as well as a new appendix referring to additional sources for information.

With the upcoming Accreditation Canada survey this May 2016, preliminary work started in early 2015 and has continued in a concerted effort among the management team throughout the year. More recently, a proposal for a large residential

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
DIRECTOR OF FINANCE ANNUAL REPORT
2015-2016

site was submitted to Hamilton Health Sciences to provide short term, concentrated services to individuals who have been released from the hospital. In addition, the agency is starting to position itself to meet the new requirements identified by the Ontario Retirement Pension Plan. This plan will be a necessary part of employee retirement planning but could place undue pressure on the budget unless additional resources are realized.

In appreciation for their commitment to the agency and day to day activities in support of staff, many thanks are extended to Sue Keus, Jamie Bird and, of course, other support staff who continue to strive to cultivate a collaborative working relationship with staff, participants and other stakeholders.

SANDRA HARDING, CGA
DIRECTOR OF FINANCE



PARTRIDGE IGGULDEN LLP
CHARTERED PROFESSIONAL ACCOUNTANTS

WALLACE PARTRIDGE, CPA, CA
LAWRENCE IGGULDEN, Hons. B.A., FCPA, FCA
ALAN SIMPSON, B.B.A., CPA, CA
ELISEO SINOPOLI, Hons. B. Admin., CPA, CA

INDEPENDENT AUDITOR'S REPORT

To the Members of
Brain Injury Community Re-Entry (Niagara) Inc.

We have audited the accompanying financial statements of Brain Injury Community Re-Entry (Niagara) Inc. which comprise the statement of financial position as at March 31, 2016, the statements of revenue and expenses, accumulated surplus and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on the financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained in our audit is sufficient and appropriate to provide a basis for our qualified audit opinion.

Basis for Qualified Opinion

In common with many non-profit organizations, the completeness of donation revenue is not susceptible of satisfactory audit verification. Accordingly, our verification of the receipts from these sources was limited to a comparison of bank deposits with the amounts recorded in the records of the Organization and we were not able to determine whether any adjustments might be necessary to revenue, operating surplus and net assets.

Note 1 describes the fixed assets and amortization accounting policies of Brain Injury Community Re-Entry (Niagara) Inc. Land, buildings and vehicles are recorded as assets on the Organization's statement of financial position with amortization recorded on buildings to the extent of principal repaid on the mortgage during the year while vehicles are amortized based on their useful life. The Organization follows the accounting policies that are required by the Ministry of Health which allows for the expensing of equipment purchases which are eligible for subsidy. Certain other fixed assets including furniture and equipment which are not subsidized are charged directly to the Reserve Fund. Canadian accounting standards for not-for-profit organizations require that fixed assets should be capitalized and amortized over their estimated useful lives. Furthermore, the policy should be applied on a retroactive basis. The effects of not following Canadian accounting standards for not-for-profit organizations could not be reasonably determined and as a result we are unable to determine the effect on expenses, net operating surplus, and net assets.

Qualified Opinion

In our opinion, except for the possible effects of the matters described in the Basis for Qualified Opinion paragraphs, the financial statements present fairly, in all material respects, the financial position of Brain Injury Community Re-Entry (Niagara) Inc. as at March 31, 2016 and its financial performance and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

St. Catharines, Ontario
June 8, 2016





PARTRIDGE IGGULDEN LLP
Chartered Professional Accountants
Licensed Public Accountants

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.**STATEMENT OF FINANCIAL POSITION****MARCH 31, 2016**

	<u>2016</u>	<u>2015</u>
<u>ASSETS</u>		
CURRENT ASSETS		
Cash	\$ 1,274,696	\$ 772,472
Cash - Funds held for residents	20,729	18,239
Accounts receivable	122,411	233,313
Prepaid expenses	<u>13,112</u>	<u>21,158</u>
	<u>1,430,948</u>	<u>1,045,182</u>
RESTRICTED CASH		
Richardson Court Facility Reserve	123,315	107,950
Reserve Fund	<u>716,920</u>	<u>669,639</u>
	<u>840,235</u>	<u>777,589</u>
FIXED ASSETS		
	974,090	980,431
GOODWILL		
	<u>85,577</u>	<u>85,577</u>
	<u>\$ 3,330,850</u>	<u>\$ 2,888,779</u>
<u>LIABILITIES</u>		
CURRENT LIABILITIES		
Accounts payable and accrued charges	\$ 774,424	\$ 678,286
Subsidy payable	670,795	383,282
Liability for resident funds	20,729	18,239
Current portion of long-term debt	<u>53,267</u>	<u>364,754</u>
	1,519,215	1,444,561
LONG-TERM DEBT		
	500,956	239,721
COMMITMENTS		
	<u>2,020,171</u>	<u>1,684,282</u>
<u>NET ASSETS</u>		
UNRESTRICTED ACCUMULATED SURPLUS		
PROMENADE RICHELIEU	379,724	380,099
EXTERNALLY RESTRICTED - RICHARDSON COURT		
FACILITY RESERVE	123,315	107,950
INTERNALLY RESTRICTED - RESERVE FUND		
	<u>807,640</u>	<u>716,448</u>
	<u>1,310,679</u>	<u>1,204,497</u>
	<u>\$ 3,330,850</u>	<u>\$ 2,888,779</u>

Approved on behalf of the Board:

 M. Ostry, Director Doug Kaw, Director

St. Catharines, Ontario

June 8, 2016

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.**STATEMENT OF REVENUE AND EXPENSES****YEAR ENDED MARCH 31, 2016**

	<u>2016</u>		<u>2015</u>	
REVENUE				
Ministry of Health	\$ 5,909,552	90.5 %	\$ 5,704,658	90.5 %
Ministry of Health - Richardson Court Facility	70,738	1.1	69,227	1.1
Ministry of Health - Funding flow through	-	-	40,311	0.6
Fee for service	467,670	7.2	419,489	6.6
Rental income	72,442	1.1	72,324	1.1
S.E.E.D. grants	7,997	0.1	8,209	0.1
	<u>6,528,399</u>	<u>100.0</u>	<u>6,314,218</u>	<u>100.0</u>
EXPENSES				
Building and grounds				
Amortization	22,752	0.4	22,588	0.4
Occupancy costs	173,336	2.7	172,414	2.7
Interest on long-term debt	22,443	0.3	22,846	0.4
Utilities	51,281	0.8	53,337	0.8
Building maintenance	106,981	1.6	108,736	1.7
Contracted out	23,092	0.4	28,743	0.5
Employee benefits	658,096	10.1	596,039	9.4
Equipment	81,468	1.2	44,376	0.7
Insurance	46,424	0.7	48,032	0.8
Office and general expenses	96,612	1.5	93,314	1.5
One time retrofit expenses	172,418	2.6	30,000	0.5
Participant costs	130,024	2.0	121,605	1.9
Professional fees	18,130	0.3	16,056	0.3
Telephone	43,468	0.7	40,177	0.6
Training	35,923	0.6	20,831	0.3
Transfer to facility Reserve Fund	1,593	-	1,593	-
Travel	152,649	2.3	154,615	2.4
Wages	4,442,503	68.0	4,432,378	70.2
	<u>6,279,193</u>	<u>96.2</u>	<u>6,007,680</u>	<u>95.1</u>
Expense recoveries	(110,516)	(1.7)	(112,697)	(1.8)
	<u>6,168,677</u>	<u>94.5</u>	<u>5,894,983</u>	<u>93.3</u>
OPERATING SURPLUS	359,722	5.5	419,235	6.7
MINISTRY OF HEALTH FUNDING REPAYABLE	(287,588)	(4.4)	(383,206)	(6.1)
NET OPERATING SURPLUS	\$ 72,134	1.1 %	\$ 36,029	0.6 %

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.

**DONATIONS AND SPONSORSHIP
2015-2016**

DONATIONS AND SPONSORSHIPS 2015-2016

DONATIONS IN MEMORY

Beatties Basics	Marlin Travel	Murray Bowman
Bestway Bedding	Meridian Credit Union	Helene Dunker
Brian Cullen Motors	Micro Tech Niagara Inc.	Joyce Lutz
Canadian Customs Consulting Inc.	Minuteman Press	Robert Newell
Canada's Pro Plumbing & Rooter Inc.	Mountainview Properties	Barbara Read
David Shapiro Barrister & Solicitor	Niagara Supplies	Elizabeth Smith
Designs by Santy Inc.	Ontario Street Pharmasave	
Diana Marshall	Partridge Iggulden Inc.	
Durward Jones Barkwell & Co.	Patricia Fryer Associates Inc.	
FIRE Incorporated	Royal LePage – Karl Regier	
Frank's Feather and Fin Ltd.	Thorold Foodland	
Graves, Richard, Harris LLP	Total Healthcare Solutions	
Gordon Wilder	Transportation Safety Training	
Highland Trail Lodge	Tricky Vapour	
IPv4 Market Group	Walker Industries Holdings	
Lancaster, Brooks & Welch	Youngs Insurance	
Luc Savoie		

We would also like to recognize the many individuals who have contributed to our agency during the 2015-2016 fiscal year. A special thank you to all!!

