



Brain Injury
Community Re-entry
(NIAGARA) INC.

Board Orientation Manual

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
BOARD OF DIRECTORS ORIENTATION MANUAL

TABLE OF CONTENTS

CHAPTER 1: AGENCY OVERVIEW	PAGE NUMBER
BICR HISTORICAL OVERVIEW.....	2
MISSION STATEMENT	2
VISION STATEMENT.....	2
STATEMENT OF PHILOSOPHY	2
GIVENS FOR THE ORGANIZATION.....	2
CANADIAN COUNCIL OF HEALTH SERVICE ACCREDITATION.....	3
OVERVIEW OF PROGRAMS AND SERVICES.....	4
ORGANIZATIONAL REPORTING RELATIONSHIPS.....	8
CHAPTER 2: BOARD ROLES/RESPONSIBILITIES	
GOVERNANCE COMMITMENT	9
GOVERNING STYLE/PRINCIPLES	9
RESPONSIBILITIES OF THE BOARD OF DIRECTORS.....	9
THE ROLE OF THE EXECUTIVE DIRECTOR (ED).....	11
TERMS OF OFFICE	12
CONTACT INFORMATION	13
POSITION DESCRIPTION OF BOARD OFFICIALS.....	14
CHAPTER 3: BY-LAWS/STRATEGIC PLAN /POLICIES & PROCEDURES	
AMENDMENTS TO BY-LAWS: 1 (F), 4.01, 4.03, 4.05, 4.09, 7.04	15
STRATEGIC PLAN	16
POLICIES & PROCEDURES	18

APPENDIX B: ABBREVIATION LIST
APPENDIX C: AGENCY BROCHURES

AGENCY OVERVIEW

HISTORY:

Brain Injury Community Re-Entry (Niagara) Inc. was founded in 1988 as a nonprofit organization with the primary mandate to promote community-based rehabilitation and residential services to adults 18 years or older with an acquired brain injury. The services provided are overseen by a volunteer Board of Directors consisting of the organization's founders, rehabilitation professionals, and other stakeholders representative of the community at large.

Due to the life altering effects of a brain injury, Brain Injury Community Re-Entry (BICR) has made a commitment to ensuring that the delivery of services is based primarily upon the unique and individual needs of each person. Long term support and rehabilitation programs are often necessary and are provided as long as there is potential for goal achievement.

Teams of participants, family members, staff and community professionals work together as an integrated team to provide a holistic approach to rehabilitation. Intervention is provided in the least intrusive way and is based on the principles of empowerment and facilitation to ensure an optimum level of personal control and self-esteem is achieved by individuals.

Funding for services offered by Brain Injury Community Re-Entry is provided by the Ministry of Health – Long Term Care Division, Hamilton Niagara Halldimand Brant Local Health Intergraded Network, through third party payers, fundraising, and private donations.

MISSION STATEMENT:

Brain Injury Community Re-entry (Niagara) Inc. 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 participants' choices, abilities and existing support services
- Choice often involves some element 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.

GIVENS FOR THE ORGANIZATION

- That all operations will be reflective of the organization's mission, vision, values and strategic direction. The code of ethics, policies and procedures must be adhered to
- All position descriptions will reflect accountability, authority, and areas of responsibility

AGENCY OVERVIEW

- All BICR operations must be in compliance with all governing legislation
- Employees will have access to information and resources necessary to carry out their roles and responsibilities
- A minimum of eighty (80%) percent of collective staff time will be spent providing direct service.
- Allocation of resources will be congruent with the approved operating budget
- All staff hours of work will be reflective, responsible, and flexible to the needs of participants
- All staff are responsible for ensuring participant/family satisfaction
- Program, policy, and procedural development within BICR will be participatory whenever possible
- All approved applicants will receive at least one component of the spectrum of services within two months given the availability of financial resources

ACCREDITATION CANADA

Accreditation Canada (AC) formerly known as the Canadian Council on Health Services Accreditation (CCHSA) is an accreditation process used by hospitals and other health service organizations to ensure that a standard of care is consistent among health organizations. Brain Injury Community Re-Entry (Niagara) Inc. received its first accreditation in August 1997, for a three-year term through CCHSA. In 2000, 2003, 2006 and 2009 our organization was successfully re-accredited. We continue to participate in the accreditation process every three years and have made the Accreditation Canada Standards part of our continued quality improvement process.

The AC provides mandates and guidelines for quality assurance and long-term monitoring of programs. The standards provide a framework which supports all functions carried out by the organization, allowing the organization to fulfill its mission. At the same time, the standards make it possible for the team to rate its own problem solving method, or in other words, to rate the process that it uses to improve quality. These standards apply to all services our organization provides inclusive of administrative functions, clinical services, Board Governance and Leadership.

AGENCY OVERVIEW

OVERVIEW OF PROGRAMS AND SERVICES:

To address the varied needs of individuals with a brain injury, BICR has developed a number of programs and services. A care plan is developed for each BICR participant based on an individual's desires and goals, the family's wishes, availability of the programs and services and recommendation of professionals.

The available programs and services at BICR are:

- Personal Effectiveness Training Program
- Vocational Program
- Horticulture Program
- Recreation Program
- Community Outreach Support Services
- Buckley Towers Apartment Program
- Residential Services
- Volunteer Services
- Educational Services
- Psychological Services
- Social Work Services

PERSONAL EFFECTIVENESS TRAINING PROGRAM

In partnership with the Ontario March of Dimes, Personal Effectiveness Training (P.E.T.) offers day programming for individuals who require assistance with developing skills prior to looking for work, volunteer placements or becoming active in the community.

Individuals in this program may attend sessions at the Ontario March of Dimes and have an interest in the following:

- Skill training: Learn from a variety of functional skill activities and participate in group activities, e.g. life skills such as computer training; literacy, numeracy and cognitive training
- Physical Exercise: Participate in individual and group exercise programs to promote a healthy lifestyle
- Leisure Development: Partake in leisure and recreational activities while socially interacting with others in a group environment
- Community Skill Development: Attend community outings where individuals will have opportunities to socially interact with others
- Supported Volunteer Placements: Contribute as a volunteer with community agencies/organizations, and/or develop pre-employment skills to progress to a supported employment program

VOCATIONAL PROGRAM

Brain Injury Community Re-entry (Niagara) Inc., developed a Vocational Services component in November of 1999 for the purpose of assisting participants in identifying work related goals based upon their interests and abilities.

BICR serves individuals who have sustained an acquired brain injury and are willing to commit to a vocational goal.

The vocational options are as follows:

- Volunteer Placements
- Job Placements
- Job Coaching
- Vocational Assessment

AGENCY OVERVIEW

- Job Readiness Program
- Employment Planning
- Workplace Assessment
- Job Trials
- Pre-employment training

Within Vocational Services there are various groups offered to participants that assist in job readiness. These include: Volunteer Ventures, Headstart Program, Work, Rest and Play (WRAP) and Horticulture Therapy.

HORTICULTURE PROGRAM

In partnership with Niagara Training and Employment Agency (NTEC) the Horticulture Therapy Program offers hands-on experience with gardening. As well as the therapeutic aspects of smelling flowers and tasting home grown vegetables, participants benefit from the physical activity and social interaction of gardening with fellow gardeners.

RECREATIONAL PROGRAM

BICR provides service and support to individuals who are creating new identities for themselves after experiencing a brain injury.

Recreation Services Include:

- Individual Assessment & Counseling - an opportunity to discuss an individual's needs and goals to become more active in the community
- Community Inclusion - working with individuals to help them locate and become involved with existing groups and clubs in the community
- Peer Partners - an individualized program where a participant is matched with another individual (a student, volunteer, or staff member) who is responsible for instructing the participant in specific tasks that will lead to the achievement of their objectives
- Community Explorations - a sign up or drop in experience for participants to explore and learn about community recreational outlets, or to take advantage of cultural/entertainment/educational opportunities

COMMUNITY OUTREACH SUPPORT SERVICES

Community Outreach Support Services (COSS) provides support to individuals living in the community. Each person receives individualized support from a Case Facilitator to determine their goals in relation to work, education, home and leisure activities.

Services include:

- Development of a plan outlining an individual's goals and the steps necessary to accomplish these goals
- Assistance with planning and learning strategies to increase independence
- Support to complete daily activities, e.g. budgeting, groceries, meal planning, cooking, household chores
- Strategies to improve learning, problem solving and memory limitations

BUCKLEY TOWERS APARTMENT PROGRAM

This program provides transitional living opportunities for participants in the city of Niagara Falls. Each individual lives in his or her own apartment with rental costs geared to income. A separate apartment is maintained for staff. Hours of support are based on the requirements of the participants. Apartments are

AGENCY OVERVIEW

located on various floors throughout the building. The program is designed to help participants become more independent and develop skills to be able to live on their own.

RESIDENTIAL SERVICES

BICR currently operates three community based residential homes that are located throughout the Niagara Region: two in Welland and one in St. Catharines. These homes provide support 24 hours a day, 7 days a week.

Each participant is involved in developing his or her own rehabilitation goals with assistance from the Case Facilitator and Rehabilitation Counselors. All programs and scheduled activities are created based on the participants' needs and interests. The role of the staff is to assist participants with a variety of tasks, including activities of daily living, participating in meaningful, productive activities and establishing frequent community involvement. An individual's rehabilitation is based on the mutual effort between the participant, family members, staff, and partnerships in the community.

VOLUNTEER SERVICES

The active participation of citizens of the community provides a valued service to BICR. The agency accepts and encourages the involvement of volunteers at all levels of the agency and within all appropriate programs and activities.

BICR offers volunteer services to its participants on an ongoing basis (if necessary). The following volunteer programs are currently in place:

- Friendly visiting
- Peer partners
- Driving to and from appointments

EDUCATIONAL SERVICES

Educational Services provide a series of informative workshops for staff, participants and families. A variety of topics are offered throughout the year to address varied needs. Topics may include acquired brain injury education, understanding depression, coping with memory problems, and managing time effectively. A quarterly calendar is distributed outlining all future workshops. To receive a copy of the calendar or to register for attendance, contact the Educational Coordinator.

PSYCHOLOGICAL SERVICES

Psychological Services help people to understand and change what they do, so that they can function better and enjoy life more with the people who matter.

The areas addressed by our psychologist include:

- Psychological, neuropsychological, and behavioral assessments
- Stress management and emotional self-regulation
- Relationship and communication
- Cognitive rehabilitation
- Biofeedback and neurofeedback
- Staff and family education

The main focus for psychology in rehabilitation for persons with a brain injury is to enable participants, families and those who provide support to understand and act in ways that result in progress toward goals that matter.

AGENCY OVERVIEW

SOCIAL WORK SERVICES

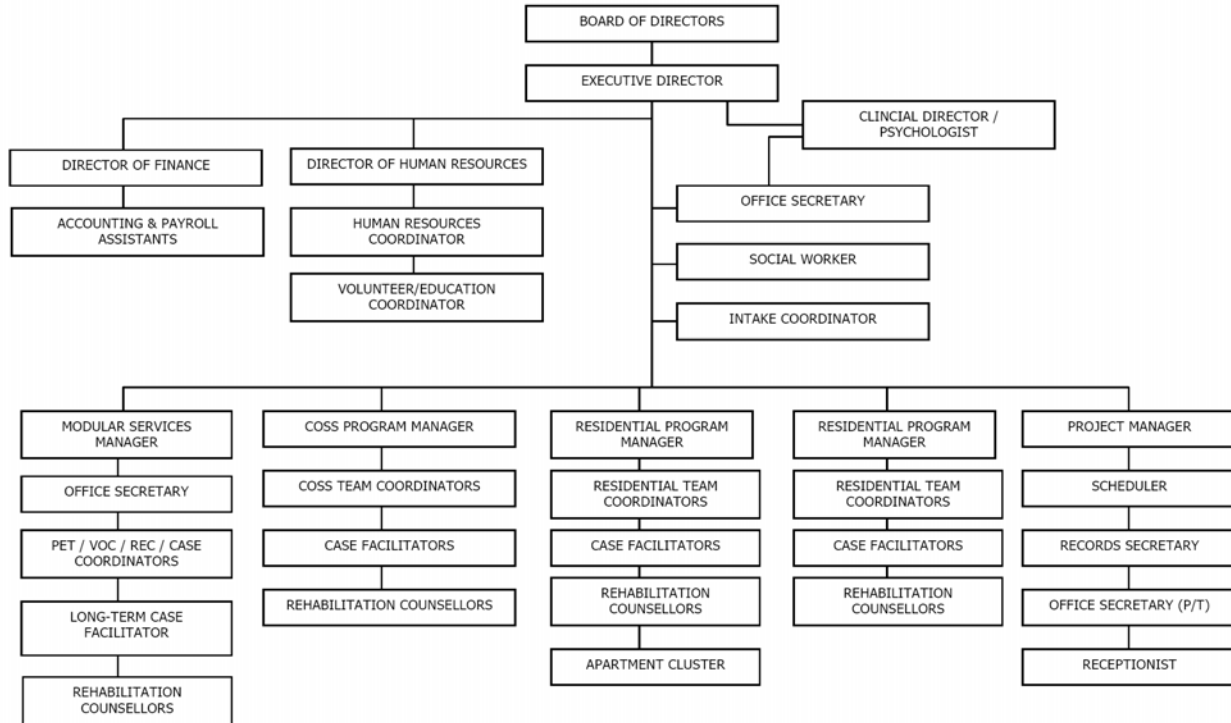
The Social Work Department at BICR offers services to both the individuals with brain injuries as well as family members.

The Social Work Program is personalized and goal-oriented and includes:

- Individual and family assessments
- Individual, couples and family counselling
- Group work
- Linkages and partnerships with other community agencies to facilitate optimal provision of services, i.e. alcohol and substance abuse
- Family education
- Support and advocacy

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
AGENCY OVERVIEW

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
ORGANIZATIONAL REPORTING RELATIONSHIPS
AS OF March 2009



APPROVED BY: _____
 REVISION DATE: MARCH 2009
 This is copyrighted material owned by BICR. Not to be copied without permission

BOARD ROLES & RESPONSIBILITIES

GOVERNANCE COMMITMENT:

The Board of Directors, on behalf of the community of people in the Niagara Region with acquired brain injury, will govern the organization and seek to continuously improve the ability to express the values and vision of the organization.

GOVERNING STYLE/PRINCIPLES:

The Board of Directors will govern with an emphasis on outward vision rather than on internal preoccupation. More specifically, the Board of Directors will through its actions and direction:

- Encourage diverse viewpoints
- Emphasis strategic leadership rather than administrative details
- Establish clear and distinct roles for the Board and Executive Director (ED)
- Orient its activities to be proactive and future-oriented with long-term impacts
- Operate in ways that fulfill the obligations of civic trusteeship and honor the organization's values of openness, respect, dignity, integrity, and collaboration
- Enforce upon itself whatever discipline is needed to govern with excellence and allow no officer, individual, or committee to hinder or excuse the Board from its obligations or governing principles
- Redevelop a Board process to include orientation of new members in the Board governance process and periodic Board evaluation of this process
- Direct, control, and inspire the organization through the careful establishment of the broadest organizational policies reflecting the Board's values and perspectives
- Determine the resources needed to achieve goals and develop and carry out plans to acquire these resources when setting forth policies for staff to use

The following clarifies the Board of Director's role and boundaries with respect to their delegation to the Executive Director (ED): *(Please note that these guidelines are not listed in any particular order)*

1. All Board authorities delegated to staff are delegated through the ED in order to ensure that the ED remains accountable for all staff operations.
2. The Board of Directors will establish policies to direct the ED to achieve certain results, for certain recipients and at certain costs. The Board may limit the latitude of the ED through clear policies that ensure the authority of the executive.
3. The Board of Directors will respect and support the ED's choices. This does not preclude the Board from changing its policies, but in so doing, the ED will be held safe.
4. Only decisions of the Board of Directors acting as a body are binding on the ED. Decisions or instructions of individual Board members, officers, or committees are not binding except when the Board has specifically authorized such exercise of authority. The ED can refuse requests from the Board members or committees that in the ED's judgment are not appropriate use of funds or staff resources.

RESPONSIBILITIES OF BOARD MEMBERS:

1. **Attend board meetings and actively participate:** Official board business can only take place at meetings. It is each Board member's responsibility to receive information, give input and be a part of the decision making. Each Board member is liable for actions taken by the Board even if the member is not present when a decision is made.
2. **Set policy and establish goals:** The Board sets policies and goals for the ED to implement and achieve. Although, Board members do not carry out policies, they are responsible for monitoring the implementation and outcomes. Together, the Board of Directors and the ED set priorities for BICR based on Strategic Planning and Directions. It is the responsibility of the ED to meet these goals.

BOARD ROLES & RESPONSIBILITIES

3. **Provide guidance:** Board members support the organization and the ED, provide direction for the administration and ensure adequate resources are available to meet BICR's goals. The ED manages day to day business and provides regular feedback on the organization's progress.
4. **Maintain a proper relationship with staff:** Board members do not manage staff. The only staff member hired, managed and evaluated by the Board of Directors is the ED. Again, all communication between the Board of Directors and staff should be channeled through the ED.
5. **Allocate adequate financial resources and ensure money is responsibly spent:** In order to set policy and make plans for the future of the organization, the Board must assess the need for financing as well as monitor what is being spent. The Board of Directors is responsible for setting financial policies. Although it is not expected that each Board member have the time or expertise to know all of the details surrounding the organization's finances, it is expected that each Board member read and understand the content of financial reports being presented during Board meetings in order to be able to approve the monthly financial statements. The Board of Directors also has the responsibility to review and approve the annual budgets as well as the audited financial statements and reports.
6. **Actively support the organization and ED:** Once a decision is made each Board member has an equal responsibility to support it "by leading and promoting".
7. **Develop a long-term plan:** The Board of Directors is responsible for developing a plan that outlines the long-term goals and direction of the organization. Although it is the ED's role to carry out the goals, the Board of Directors plays an active role in addressing funding issues, lobbying on behalf of the organization, etc.
8. **Board Committees:** Board committees may be instituted sparingly and assigned so as to minimally interfere with the wholeness of the Board's job and not interfere with the delegation from the Board to the ED.

BOARD ROLES & RESPONSIBILITIES

Table 2.1: Summary of Roles and Responsibilities

AREA	BOARD	ED
Long-term planning (more than 1 year)	Approves	Provides recommendations/input.
Short-term goals (less than 1 year)	Monitors	Establishes goals and carries them out.
Day-to-day operations	No role	Makes all management decisions.
Hiring and firing of staff; staff grievances; staff deployment and assignment	No role	Makes all final termination decisions.
Personnel policies	Adopts	Provides recommendations and carries policy out.
Staff salaries	Allocates line item for salaries in budget	Approves salaries.
Staff evaluation	Evaluates only the CEO	Evaluates all other staff.
Budget	Approves	Develops and provides recommendations to the Board.
Capital purchases	Approves	Prepares request for the Board.
Decisions on building, major repairs, renovations, leasing, expansion.	Approves	Provides recommendations and estimates and signs contracts if given authority by the Board, as appropriate.
Supply purchases	Establishes policy and budget for supplies	Purchases according to board policy and maintains an adequate audit trail.
Minor repairs	Board is responsible for clarifying in the policy an amount that can be spent without Board approval.	Authorizes repairs as appropriate based on the policy.
Emergency repairs	Chair works with CEO	Notifies the Chairperson and acts with concurrence from the Chair.
Billings, credits and collections	Adopts policy	Proposes policy and implements.

The Role of the Chief Executive Director (ED):

The Executive Director, as ED, is accountable to the Board of Directors. The Board of Directors will instruct the ED through written policies, delegating both interpretation and implementation of these policies to the ED. As the Board of Directors' single official link to the operation of the organization, the ED's performance will be considered to be synonymous with the organizational performance. Consequently, the ED's job contributions can be stated as performance in only two areas:

1. Organizational operation within the boundaries of prudence and ethics established in board policies.
2. Organizational accomplishments of the provisions board politics.

BOARD ROLES & RESPONSIBILITIES

**Terms of Office
2010 - 2011**

<u>OFFICERS</u>	<u>TERMS</u>	<u>START DATE OF POSITION</u>	<u>POSITION TERM REVIEW</u>
Nick Ostryhon - <i>President</i>		June 2003	2012
Brenda Yeandle - <i>Vice-President</i>	3 rd	June 2003	2012
John TeBrake - <i>Treasurer</i>	2 nd	September 2005	2011
Jacqui Graham - <i>Secretary</i>	2 nd	March 2005	2011

<u>DIRECTORS</u>	<u>TERMS</u>	<u>START DATE BOARD MEMBERSHIP</u>	<u>RENEWAL OF TERM</u>
Nick Ostryhon		April 1988	Lifetime Member
Brenda Yeandle	3 rd	May 2003	(3 rd term completion) 2012
John TeBrake	2 nd	January 2005	(2 nd term) 2011
Lesley Warriner	1 st	September 2008	(1 st term) 2011
David Shapiro	2 nd	January 2005	(2 nd term) 2011
Doug Kane	1 st	October 2008	(1 st term) 2011
Jacqui Graham	2 nd	March 2005	(1 st term) 2011
Steve Murphy	2 nd	March 2006	(2 nd term) 2012
Luc Savoie	2 nd	June 2006	(2 nd term) 2012
Dr. Linda Cudmore	1 st	November 2007	(1 st term) 2010

BOARD ROLES & RESPONSIBILITIES

BOARD OF DIRECTORS' CONTACT INFORMATION	
NAME & POSITION	
Nick Ostryhon President	
Brenda Yeandle Vice President	
Leslie Warriner Director	
David Shapiro Director	
Jacqui Graham Secretary	
John TeBrake Treasurer	
Steve Murphy Director	
Luc Savoie Director	
Dr. Linda Cudmore Director	
Doug Kane Director	

EXECUTIVE DIRECTOR'S CONTACT INFORMATION			
Frank Greco Executive Director	261 Martindale Road Units 12 & 13 St. Catharines, ON L2W 1A1	905-687-6788 ext. 624	fgreco@bicr.org

BOARD ROLES & RESPONSIBILITIES

POSITION DESCRIPTION OF BOARD OFFICIALS

PRESIDENT

The position of President is a key office for the Board of Directors. The following duties are essential to the role and responsibility of this Board position:

- Establish the agenda for all Board meetings
- Chair all Board meetings
- Register as a signing officer for BICR
- Prepare and present the President's report at each Annual General Meeting
- Review agreements/contracts with the Ministry of Health, lease agreements, and other major capital purchases such as the acquisition of property
- Contribute articles to the semi-annual Brainwaves newsletter
- Participate in written and verbal correspondence with various government bodies including funders, and politicians
- Participate in the accreditation process in consultation with the full Board of Directors
- Assist in the evaluation process and wage review of the Executive Director as part of a Board task group
- Participate in the agency's strategic planning process in consultation with the full Board of Directors.
- Sign certificates of acknowledgement or awards for staff or other parties
- Perform all other duties as assigned by the Board of Directors

The areas identified below are recommended, however not an essential responsibility of the President:

- Attend Open House events, receptions, ribbon cutting ceremonies, and other public relations events as requested
- Be available to sign cheques issued for operational expenses

VICE PRESIDENT

The position of Vice-President is a key office for the Board of Directors. The following duties are essential to the role and responsibility of this Board position:

- Perform the duties of the President in his/her absence
- Upon request, assist the President with his/her role
- Perform all other duties as assigned by the Board of Directors

TREASURER

The position of Treasurer is a key office for the Board of Directors. The following duties are essential to the role and responsibility of this Board position:

- Review the monthly financial reports prior to each Board meeting and present a motion to the full Board of Directors to approve the financial information as written
- Review the annual financial audit and report prior to the Annual General Meeting and present the annual financial report at the Annual General Meeting with a motion to the full Board of Directors to approve the annual financial report as written
- Review the Management Letter arising from the agency's financial audit and present this information at a general Board meeting for consideration
- Perform all other duties as assigned by the Board of Directors

SECRETARY

The position of Secretary is a key office for the Board of Directors. The Secretary is required to:

- Perform all other duties as assigned by the Board of Directors

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
BY-LAWS/STRATEGIC PLAN/POLICIES & PROCEDURES

AMENDMENTS TO BY-LAWS: 1 (f), 4.01, 4.03, 4.05, 4.09, 7.04

1(f) BICR will make services and literature available in French through a French-speaking staff for its francophone clientele.

4.01 The affairs of the Corporation shall be managed by a Board composed of no more than fifteen (15) elected directors who operate under a Governance Model.

4.03 (d) Board and Committee representation will reflect the French-speaking community within the Niagara Region. A minimum of one French-speaking member will be recruited for the Board consisting of less than 10 members and a minimum of two French-speaking members for a Board consisting of 10 members or more will be maintained at all times.

7.04 No business may be transacted by the Executive Committee except at a meeting of its members at which a quorum of the Executive Committee is present and subject always to the Governance model adopted by the Board.

REPEAL BY-LAWS 4.05, #4.09, (original by-laws) and substitute with new by-laws #4.05, #4.09, enacted in February 1998 as follows:

#4.05 Removal of Directors: A director may be removed from the Board by a 2/3 (two-thirds) vote of other Directors. A director will be removed from his/her office if chronic absenteeism is evident. Chronic absenteeism is defined as three consecutive meetings missed without just cause or written notice.

#4.09 Regular Meetings: The Board will have agreement on a regular day, time, and place to conduct business related to the Corporation, usually on a monthly basis. All Directors and Officers of the Board are required to give notice if they are unable to attend a Board Meeting. Three consecutive meetings missed without just cause or written notice will result in termination of office.

New By-law passed in February 1998:

#4.16 Conflict of Interest: All Officers and Directors of the Corporation will be required to sign, on an annual basis, a declaration indicating their position with respect to the Conflict of Interest policies of the Corporation. Any perceived or actual conflict of interest by an Officer or Director of the Corporation will be addressed at a meeting of the Board with a resolution made to this perceived or actual conflict.

STRATEGIC PLANNING-2010

SETTING STRATEGIC DIRECTIONS FOR 2010–2013



BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
BY-LAWS/STRATEGIC PLAN/POLICIES & PROCEDURES

OVERVIEW

The strategic plan of Brain Injury Community Re-entry (BICR) is reviewed and redefined every three years. Initially an Open Space Forum is held. BICR participants, their families, employees, Board members and interested individuals from the community and partner organizations determine key directions.

It is the responsibility of the Board and the ED to prioritize the key directions and determine the Strategic Plans for an upcoming three year period.

The Strategic Directions for 2004-2007 were:

- Aging Population
- Transportation
- Acute Hospital Setting Education
- The Role of the Board of Directors
- Public Relations

The redefined 2007-2010 Strategic Directions were:

- Patient Safety
- New Initiatives
- Quality of Lifestyles
- Linkages with Community Partners

The Strategic Directions for 2010-2013 are:

- Participant Safety
- Drop in Centre
- Service Expansion
- Aging Caregivers
- Communication and Technology

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
BY-LAWS/STRATEGIC PLAN/POLICIES & PROCEDURES

BOARD GOVERNANCE POLICIES

RESERVE FUND – RETENTION & FUTURE DIRECTION

- The Board of Directors will establish on an annual basis, a minimum amount of funds to be retained in the Reserve Fund.
- The ED will obtain approval from the Board of Directors when funds are required from or transferred to the Reserve Fund based on the financial plan.
- The Board of Directors will advise the ED and approve the allocation of the Reserve Funds on an annual basis inclusive of any surplus funds.

Approved by the Board of Directors

Date Approved & Revised

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
BY-LAWS/STRATEGIC PLAN/POLICIES & PROCEDURES

BOARD GOVERNANCE POLICIES

DISSOLUTION OF THE AGENCY

- The Board of Directors and all stakeholders of BICR will advocate for the continuation of the organization as a service provider before the dissolving of the corporation.
- The Board of Directors and the ED will collectively develop a critical path, plan, and process to facilitate the dissolution of the organization.
- The ED will implement the approved plan towards the dissolution of the organization.
- The Board of Directors and the ED will secure legal advice regarding their legal role and responsibilities prior to dissolving the corporation.

Approved by the Board of Directors

Date Revised & Approved

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
BY-LAWS/STRATEGIC PLAN/POLICIES & PROCEDURES

BOARD GOVERNANCE POLICIES

EVALUATING THE EFFECTIVENESS OF THE MANAGEMENT OF THE ORGANIZATION'S FUNDS

- The ED will continually monitor and evaluate the effectiveness of managing the organization's finances through monthly reports provided by the Director of Finance, quarterly financial and statistical reports compared to planned levels of service, and annual financial audits performed by the approved accounting firm.
- The Board of Directors will establish performance indicators to continually evaluate the effectiveness of the financial management of organizational funds. The indicators that may be utilized for evaluation are cash flow, operating variances compared to the budget, absence of year-end deficits, adequate funds in the Reserve Fund, reports from the Ministry of Health, and other external consultants and auditors.
- The ED will report on a monthly basis to the Board of Directors, variances that occur based on the established standards for effective financial management of the organization's funds.

Approved by the Board of Directors

Date Revised & Approved

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
BY-LAWS/STRATEGIC PLAN/POLICIES & PROCEDURES

BOARD GOVERNANCE POLICIES

CONSUMER NEEDS AS PRIORITY IN HOW REVENUE IS SPENT

- The ED will insure that a benchmark of eighty percent of all operating revenues are allocated towards the delivery of direct services to the consumers.
- The ED will insure that the requests for additional funding reflect the demands for service as indicated from the approved wait list of applicants.
- The ED will inform the Board of Directors on a monthly basis and the Ministry of Health on an ongoing basis of individuals awaiting service and the need for additional operating revenues required to meet these service needs.

Approved by the Board of Directors

Date Revised & Approved

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
BY-LAWS/STRATEGIC PLAN/POLICIES & PROCEDURES

BOARD GOVERNANCE POLICIES

CAPITAL EXPENDITURES

- The Board of Directors will approve all capital expenditures exceeding \$5,000 and that are not part of the approved annual operating budget.
- The ED will obtain three estimates for all capital expenditures exceeding \$500.00. All cheques for expenditures of \$1,000.00 or more will be signed by at least one Board member with signing authority.
- The ED will ensure that BICR will maintain a current inventory of all capital items owned by the agency;
- The ED will provide the insurer, on an annual basis with a current inventory of capital items located at each physical site to ensure adequate insurance coverage for replacement of these items.
- The ED will ensure that operating policies and practices are established to minimize the loss or damage to agency-owned capital items.
- All agency-owed vehicles and property and their current value will be reflected on the annual financial statement.
- The Board of Directors will develop and approve the short and long-term plan of capital expenditures and review this plan on an annualized basis.

Approved by the Board of Directors

Date Revised & Approved