



Brain Injury Community Re-entry
(NIAGARA) INC.

Turning the Key to Opportunity in Niagara since 1988

BICR's PARTICIPANT & FAMILY HANDBOOK



BICR Participant & Family Handbook

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ACKNOWLEDGEMENTS

Brain Injury Community Re-entry (Niagara) Inc. wishes to acknowledge the generosity of CHIRS (Community Head Injury Resources Services) of Toronto for sharing their Client and Family Handbook with us. It is an excellent document and we appreciate the permission given to adapt it to meet the needs of BICR participants and families. As an agency funded by the Ministry of Health, Long Term Care division, we often share resources in order to provide the best service possible to individuals with an acquired brain injury and their families. We hope that this handbook will assist our participants by providing valuable information.

We also wish to acknowledge the use of materials developed by the Ontario Federation of Cerebral Palsy. This material was used in the Know Your Rights Booklet.

PURPOSE OF THE HANDBOOK

WELCOME TO BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC. (BICR)

Most participants and family members who are new to BICR services have many questions about who BICR is and how we approach our work with participants and families. Hopefully this Handbook will answer those questions and give you a better idea about what to expect. We hope this Handbook will give you the information that you need in order to work together in partnership with BICR staff.

Please see the BICR Program and Services Guide for more detailed information about BICR programs and services.

HOW DO I USE THE HANDBOOK?

The Handbook is yours to keep for reference. Feel free to make any notes in it that will help you to keep track of important information. Please don't hesitate to ask questions!

PLEASE NOTE: Some words in this Handbook are in **bold text**. Please see the *Glossary of Terms* section at the back of the Handbook for definitions of these terms.



INTRODUCTION TO BICR

Brain Injury Community Re-entry (Niagara) Inc. (BICR) is a non-profit organization that provides support services and rehabilitation to individuals living with the effects of an acquired brain injury. Based in St. Catharines, BICR serves the needs of adults throughout the 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 consisting of the organization's founders, rehabilitation professionals and other community partners 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.

ELIGIBILITY CRITERIA

Access to the programs and services provided by Brain Injury Community Re-entry is based on the following criteria:

- **Diagnosis of an acquired brain injury is defined as damage to the brain, which occurs after birth. The brain damage may be due to a traumatic injury to the head incurred through a motor vehicle or other traffic accident, a fall, an assault, a sports injury, etc. It may also be caused by other conditions such as a tumour, anoxia, an infection (e.g. encephalitis) or a stroke.**
- **Specialized nursing needs are addressed by other professional agencies.**
- **Age Criteria: Individuals who are 18 years of age or older. Consideration is given to individuals 16 to 18 years of age.**
- **Priority is given to residents of the Niagara Region.**
- **Individuals have the desire to increase their independence and express interest in participating in a program to accomplish their goals.**
- **Individual assessments will be completed for persons experiencing significant behavioural and/or psychiatric challenges.**
- **The administration of medication will be evaluated on an individual basis.**

BICR recognizes that none of its existing supports are long-term in nature when medical, physical, or specialized care needs of the individual surpass the agency's scope of services.

A transfer to a Long Term Care facility will take place when a participant meets all of the following criteria:

- **Individual is an active participant with BICR.**
- **Individual's care requirements can be met in a Long-Term Care facility.**
- **There are no available services provided by the agency which could meet the needs of the individual.**

There will be additional circumstances to consider and these will be discussed thoroughly before a decision is finalized.

STAFF: ROLES AND RESPONSIBILITIES

BICR has a staff of approximately 125 individuals. Each staff member has a university degree or college diploma. Many are educated in areas such as recreation, psychology, social work, and behavioural science and technology.

WHAT KIND OF TRAINING DOES BICR STAFF HAVE?

BICR staff members receive intensive on-site training where they learn about participant support, and agency systems and procedures. Within the first two weeks at BICR, employees attend an orientation training session where they are introduced to the agency's philosophy and approach to service. They receive training in brain injury anatomy, brain functions, and the consequences of brain injury. BICR workers are also trained in the following areas:

Annually:

- ✓ Workplace Hazardous Materials Information System (WHMIS)
- ✓ Fire Precaution
- ✓ Infectious Diseases
- ✓ Back Care
- ✓ Policies & Procedures around Health & Safety
- ✓ Medication
- ✓ Crisis Intervention & Management Strategies

Bi-annually:

- ✓ New research into ABI
- ✓ Behavioural Principles & Practices
- ✓ New research into Areas of Rehabilitation

Other:

- ✓ Introduction to the brain & its functions
- ✓ Introduction to areas of rehabilitation
- ✓ Introduction to behavioural principles & practices
- ✓ Communication
- ✓ Documentation
- ✓ Personal care
- ✓ Team building
- ✓ Anger management
- ✓ Any other training that is required

BICR staff already have:

- ✓ CPR / First Aid

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WHO WILL BE MY MAIN CONTACT PERSON?

That depends on which program you are involved in. Please use the “MY SUPPORT TEAM-CONTACT SHEET” which we have provided in this folder. When you begin services with BICR, a BICR employee will help you fill out your contact sheet. If you have any questions about who to call for what, contact your Case Manager, Case Facilitator or Program Manager and they will be able to help you.

YOUR BILL OF RIGHTS

HOW ARE MY RIGHTS PROTECTED?

Ontario's Ministry of Health and Long-term Care has a law called the Long Term Care Act. The Act contains something called a Bill of Rights. This is a set of rules about how people who receive services should be treated. BICR adheres to this Bill of Rights.

WHAT ARE MY RIGHTS?

There are nine important rights that you should know about. These rights belong to you, by law, and are as follows:

YOUR BILL OF RIGHTS

1. Courtesy, Respect and Freedom from Abuse
2. Privacy and Freedom to Make Your Own Decisions
3. Recognition of Your Individual Preferences
4. Information and Answers About Your Support
5. Participation in the Development and Evaluation of Your Service Plan
6. Right to Give or Refuse Consent to Service
7. Freedom to Speak Out
8. Knowing BICR's Rules and Policies
9. Confidentiality of Your Personal Information

The booklet that comes with this Handbook will tell you more about each of these rights. It is called "KNOW YOUR RIGHTS".

If you ever feel that one of your rights is not being respected, please follow the guidelines in the [BICR Complaint Procedure](#) on page 13.

WHAT ARE MY RESPONSIBILITIES?

As a participant of BICR, you also have a number of responsibilities. These expectations are outlined in the **Service Agreement** that you sign when you first begin working with BICR, and they are also listed below:

1. ACTIVE PARTICIPATION

BICR staff will work with you and your family to develop an **Individual Support Plan** to help you meet your goals, if you are in the COSS or residential programs. BICR cannot make this happen without your involvement. You are expected to actively participate in setting goals, planning for your support, and working with support staff toward meeting your goals.

2. DO NOT USE ALCOHOL OR DRUGS

Research indicates that substance use and brain injury do not mix. BICR believes that

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you will not fully benefit from services if you use alcohol or street drugs. If you are under the influence of drugs or alcohol during a time when you are scheduled to meet with a staff member or participate in a BICR activity, the session will be discontinued or you may be asked to leave. If this becomes a frequent problem, BICR may request that you seek substance abuse counselling before continuing or while accessing BICR services. For more information please refer to the “Alcohol and Drug Use” section on page 22.

3. TREAT OTHER PARTICIPANTS AND STAFF WITH RESPECT

You are expected to treat all staff members and participants with courtesy and consideration and to remember that they have the same rights that you do.

FAMILY AND PARTICIPANT SAFETY RESPONSIBILITIES

BICR is committed to Participant safety during your course of rehabilitation and support services. This means that we are committed to continually assessing and improving Participant Safety and the safety of all individuals directly or indirectly involved in your support services.

BICR has developed a Participant Safety Committee who are working on responding to changes in safety parameters and ensuring that we are doing what is needed to provide a safe culture within our organization.

WHAT ARE MY HEALTH AND SAFETY RESPONSIBILITIES?

BICR is committed to an open communication style and therefore will make a determined effort to keep you and your family aware of any important changes, incidents or events that relate to your health and safety. Please discuss any questions you may have about our disclosure policy with your BICR contact person. (Your main contact person is listed on your “MY SUPPORT TEAM-CONTACT SHEET”).

While we as an organization are working diligently to meet the highest safety standards, there are a number of responsibilities for you and your family to consider carefully.

- **Use standard precautions.** This refers to proper hand washing techniques. It is well known that germs spread through contact, therefore proper, thorough hand washing is absolutely a must to contain the spread of infection. Good health is in your hands.
- **Getting the flu shot** is an excellent way of protecting you and others from getting sick with this virus. Often individuals with a brain injury already have a suppressed immune system therefore protecting yourself from the flu will indirectly protect those people with whom you may come in contact.
- **Use common sense** when you are not feeling well. You are welcome to visit any BICR sites when you are in good health. We encourage you to stay home if you are not feeling well and have cold like symptoms so that others are not exposed to your germs. Take care of your health by regular doctor visits, healthy eating and exercise.

- **Practice proper lifting techniques.** In order to protect your back it is important to lift and turn with your legs, not with your back. Avoid bending from the waist. Caregivers are often lifting wheelchairs or transferring loved ones from a wheelchair to the car or bed and often do not take time to think about the strain being put on their own bodies. Learn how to transfer and lift in a proper, safe manner. This is so important and cannot be stressed enough.
- **Maintain equipment at home.** Any equipment being used to provide physical support to a participant should be serviced regularly following the maintenance schedule provided by the manufacturer. Keep a list of telephone numbers and dates for regular service checks and develop a routine maintenance schedule for all home equipment.
- **Smoke detectors** do save lives when they are in good working order. Ensure that your home smoke detectors are in working order by routinely changing the batteries every spring and fall. You should consider installing carbon monoxide detectors as well since this gas is a hidden killer.
- **Medication** that has been prescribed for you is an important part of your rehabilitation because we need you to be at your best in order to benefit from our support services. Medication is most beneficial when taken in the right dose, at the right time, in the right way. Your cooperation in taking your doctor prescribed medication is invaluable. Some strategies that you may want to consider include:
 - Take your medication at the same time of day so it becomes a routine.
 - Link taking your medication with a particular activity, such as brushing your teeth.
 - Use memory aids i.e. purchase a dosette, a plastic container with separate pill compartments for different times of the day and different days of the week. Ask your pharmacy if they can put medications in individual “blister cards” with labels showing the time and day pills in each package should be taken.
 - Familiarize yourself with the drug information sheets that come with your medication.

If you have any further questions or concerns regarding your medications call your doctor and/or pharmacy.

WHAT SHOULD I DO IF I HAVE ANY QUESTIONS?

For further information on these and other safety strategies discuss any questions or concerns you may have with your main contact person at BICR. You can also access information from pamphlets in the front of the BICR main office. The Regional Niagara Public Health Department is also an excellent resource for you. Contact the Public Health Department at 905-688-3762 or 1-800-263-4911 for further information.

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We invite you and your family to freely share your concerns and comments with any of your **support team**. We believe that open communication between all parties is an effective tool when working towards what is truly important to you. Questions regarding anything to do with your support needs will be treated seriously and respectfully.

BICR COMPLAINT PROCEDURE

BICR works hard to provide the best possible service and always strives to improve. You can help us do that by letting BICR know how you are feeling about your support.

1. TALK TO ANY STAFF MEMBER

BICR requires its staff to respect your rights and treat you with dignity. If you feel that you are not being treated respectfully, or if you have questions or concerns about your support, please talk to a staff member. Often the best place to start is to speak directly with your Case Facilitator or another front-line worker that you feel comfortable talking with. You may also speak with another representative of BICR, such as a Manager, Team Coordinator, Psychologist or Social Worker. All staff members have a responsibility to report your concerns to their supervisors so you know your concerns will be heard. Your main BICR contact people are listed on your “MY SUPPORT TEAM-CONTACT SHEET”.

2. YOUR CONCERNS MAY BE BROUGHT TO THE EXECUTIVE DIRECTOR

If you are not satisfied with the way your questions or concerns have been addressed so far, you may bring your concern to the Executive Director, Frank Greco. Frank can be reached at 905-687-6788 ext. 624 or by e-mail at fgreco@bicr.org. You can also write him a letter addressed to 261 Martindale Road, Units 12 & 13, St. Catharines, ON L2W 1A1.

3. YOUR CONCERN MAY BE BROUGHT TO THE BICR BOARD OF DIRECTORS

BICR has a Board of Directors, which is made up of volunteer community members. If you are not satisfied with the Executive Director’s response, you may lodge your complaint with the chairperson of the BICR Board of Directors. They can be contacted in writing at 261 Martindale Road, Units 12 & 13, St. Catharines, ON L2W 1A1.

4. THE HEALTH SERVICES APPEAL AND REVIEW BOARD (HSARB)

If you are still not satisfied after receiving a response from the BICR Board of Directors, you have a legal right to take your complaint to the HSARB. The HSARB is an independent body made up of members of the general public. For general information on the appeal process, you can contact the HSARB at 416-327-8512 or visit their website at www.hsarb.on.ca. To start the appeal process, you must write to the HSARB and ask for a hearing. The HSARB will tell you when your hearing is scheduled and what you need to do to prepare. After the hearing, the HSARB will send you a letter about its decision.

5. WILL ANYTHING NEGATIVE HAPPEN TO ME IF I COMPLAIN?

No. The Bill of Rights states that you have the right to raise concerns or recommend changes about your services. BICR will not refuse or reduce services to you if you file a complaint.

BICR TAKES ALL COMPLAINTS VERY SERIOUSLY.

MODEL OF SUPPORT

We have found that success is more likely when services are geared toward the activities and goals that are truly important to you. Sometimes this means finding a new way to learn a skill. Other times, this means changing your environment to help bring out the best in you. It always means working together to find the most comfortable, productive and satisfying lifestyle for you.

WE USE THESE BASIC PRINCIPLES TO GUIDE OUR SERVICES:

1. UNDERSTAND AND APPRECIATE THE CHALLENGES THAT PEOPLE ARE FACED WITH

Cognitive and **physical difficulties** often have a direct link to behaviour. Everyone experiences these difficulties differently. The better we understand the challenges, the better we can plan for success.

2. PREVENTION IS THE KEY TO SUCCESS

The most successful and useful approaches focus on asking questions like “what led up to that?” or “how can we avoid that situation in the future?” Planning in advance, rather than dealing with the consequences, is more likely to have a positive result.

3. COLLABORATE, COLLABORATE, COLLABORATE

When we are working together to develop goals that are both possible and relevant, interventions are more likely to be successful.

4. LIFE IS NOT A DRESS REHEARSAL

We are interested in assisting participants to reach goals and have successes that make a real difference **NOW**. Goals may range from doing laundry independently to finding a job. All may be equally important in leading your life with personal satisfaction and dignity.

YOUR GOALS ARE THE KEY TO SERVICE PLANNING

Services are planned in partnership with you, your family and other service providers you would like to include. Long-term goals for community living or specific short-term goals for new experiences are written down in your **Individual Support Plan** and you and your team can

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review and update it regularly.

HOW WILL THE STAFF AT BICR HELP ME TO REACH MY GOALS?

Staff members are encouraged to use a 'mentoring' approach when working with you to learn new skills. Unlike school, there are no quizzes or tests! Mentoring means that staff members will give you information, answer your questions and help you figure things out – there is no guessing involved. By working side-by-side with workers, you can develop supports and daily routines that are right for you.

HOW MUCH SUPPORT WILL I GET?

The amount of support that BICR staff provide is just the right amount to help you be successful. Although staff members are there to help, your full participation is necessary for your success.

MANAGING RISKS

Risk-taking is a necessary part of life for everyone. We all take risks to reach new goals, experience new things, and reach new levels of independence. Often this can be exciting and wonderful. However, it is important to recognize that although some risk-taking is necessary for growth, other risks may create problems or safety concerns that you may want to avoid. The challenge is learning how to anticipate situations that may be risky for you, and making a plan to manage that risk in a way that helps to keep you safe.

WHAT RISKY SITUATION SHOULD I BE AWARE OF?

Everybody is affected differently by their brain injury, and it is impossible to list all the situations that could be risky for different people. These are a few examples that may be relevant for you:

- **VULNERABILITY IN THE COMMUNITY**

Difficulties with memory and judgment may make you more vulnerable to dishonest people in the community. It may be harder for you to resist forceful sales people or to figure out if someone is really acting in your best interest. Some temptations like alcohol, drugs, and promises of sex or easy money may also be harder for you to resist. It is important to recognize these as risks to protect your money, health, and emotional well-being.

- **INCREASED RISK OF BEING INJURED**

Some of the physical challenges that result from an ABI include **ataxia**, reduced muscle control, and poor balance. This may leave you at higher risk for certain kinds of accidents. You and your support staff may need to think of strategies to reduce your risk for injuries.

▪ INCREASED RISK ASSOCIATED WITH MAKING POOR DECISIONS

Because of changes in the way you think, you may have difficulty making good decisions. For some people this includes challenges with judgment or impulsivity, e.g. you may find that you act before thinking, get angry more easily, or make questionable financial decisions.

WHAT CAN I DO TO MANAGE RISK IN MY LIFE?

▪ GET TO KNOW YOUR STRENGTHS AND LIMITATIONS

It's important to have a realistic view of yourself. It often helps to talk to people you trust, such as family members or BICR workers.

▪ USE COMPENSATORY STRATEGIES

This means using tools to make up for challenges that you may have in certain areas. For example, if you have a poor memory and are worried about getting lost, you may choose to write down directions to where you are going and bring along a cell phone.

▪ ASK FOR HELP AND ADVICE

It isn't always easy to ask for help, but when you are not sure about something, please ask. BICR staff is understanding and will take your concerns seriously without judging you.

HOW DOES BICR ADDRESS RISK TAKING?

- BICR will respect your rights and support you to make decisions about your life... and will also be looking out for your safety and well-being.
- BICR deals with all risky situations on an individual basis.
- As mentioned earlier, some risk-taking is necessary to achieve your goals and grow. BICR will support you to take reasonable risks to reach your goals.
- When possible, BICR staff will problem-solve with you regarding risky situations to try to prevent or reduce the chance of something negative from happening.
- In rare situations, BICR may refuse to support you when the risk to you as a client, BICR staff, or property is too great.

YOUR RELATIONSHIP WITH BICR STAFF

For many of you, this may be the first time that you have worked with support staff such as those at BICR. It can be a confusing relationship in that staff members may feel like friends at

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times. They are friendly and interested in how you are doing. They may support you in situations that are fun and social and sometimes very personal. However, the relationship is a professional relationship and is different from a “friend” relationship.

WHAT IS A PROFESSIONAL RELATIONSHIP?

This means that staff members are there to support you as part of their job and their focus is on your safety, well-being, and your success toward the goals that you have set for yourself. They will support you in the ways that are described in the Handbook. This also means that staff members will not accept invitations to do social “friend” activities with you, will not go on dates with you, or develop a special relationship with you outside of your BICR support. Staff will not share a lot of personal information with you and may remind you about that if you ask. These guidelines are called staff-participant “boundaries”.

WHY ARE BOUNDARIES NECESSARY?

Most agencies that provide some kind of support or counselling have guidelines (boundaries) like these. These boundaries help us all to know what to expect from each other. They are an important reminder that the focus of the staff-participant relationship is you and your goals. They are also a way to ensure that participants are treated equally and do not receive different treatment because of different relationships.

WHAT ABOUT GIFTS?

The staff at BICR are discouraged from accepting individual gifts for the same reasons. You may instead choose to express your thanks to a group of staff or to BICR as an agency. We very much appreciate your positive remarks and encouragement.

COMPETENCY AND SUBSTITUTE DECISION MAKERS

Since your brain injury, you might have heard people use words such as “competency” or “capacity”. You may have also heard the terms “**substitute decision maker**”, “**power of attorney**”, or “**legal guardian**”. This is a complicated legal topic and everyone’s situation is different. Please refer to the Reference Information section of the Handbook for suggestions on where to find additional information on this topic.

WHAT DO “COMPETENCY” AND “CAPACITY” MEAN?

These words mean the same thing. They simply refer to your ability to understand the information that you need to make a decision, including the positive and negative consequences of your decision.

For example, if you are trying to decide whether or not to have a certain medical test completed, you would need to understand the following:

- What is the test for
- What are the possible risks

- What might happen (good and bad) if you decide to have the test
- What might happen (good and bad) if you decide not to have the test

If you understand the relevant information related to the decision you have to make, you are considered competent. Otherwise, you may be deemed legally incompetent to make the decision you are presented with (e.g. financial, personal care, treatment).

WHAT KIND OF SITUATIONS DOES THIS APPLY TO?

There are several kinds of decisions where your competency to make a decision will be considered. Some decisions that relate to your BICR services may include:

- Decisions about **personal care** or treatment (e.g. support services, medical/psychological treatment, and sharing of information related to these services).
- Decisions about financial or property (e.g. money management).

WHO DECIDES IF I AM COMPETENT OR NOT?

There are a couple of different ways for this to be decided:

1. You can have a formal assessment done by someone called a “**capacity assessor**”. Sometimes family members, or others who know you, may request this formal **assessment** if they are concerned about your ability to make decisions.
2. If no formal assessment has been done, then in a specific situation, the person you are dealing with can decide whether he or she believes you are able to understand the information that is being presented to you. This includes understanding the positive and negative consequences of your decision.

WHAT HAPPENS IF I AM FOUND TO BE “COMPETENT”?

The law says that you have the right to make the decision yourself. Although no one else has the authority to make the decision on your behalf, it’s often a good idea to discuss important decisions with people you trust.

WHAT HAPPENS IF I AM FOUND TO BE “INCOMPETENT”?

This means that someone else will make the decision for you. This person is called your **substitute decision-maker**.

WHAT IS A SUBSTITUTE DECISION MAKER AND WHO WOULD BE MINE?

A substitute decision-maker is someone who has the authority to make decisions for you. This might be someone that you have made your “**Power of Attorney**”, a “**Legal Guardian**”, a “**Public Trustee**”, or a family member who is involved in your support. By law, your substitute decision-maker is expected to make the decisions they think you would have made for yourself if you were competent. Please refer to the [glossary](#) for definitions and clarification of the differences between the terms.

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WILL I ALWAYS BE CONSIDERED “COMPETENT” OR “INCOMPETENT”?

- Not necessarily. If you have been deemed legally incompetent for financial or personal care, you can challenge the court’s decision, which involves having your competency re-assessed.
- If you have not been formally assessed, you may be competent for some decisions but not for others. For example, you may be able to decide what programs you want to attend and how you want to spend your day, but you may be unable to look after your money.
- People may also be considered competent at one point in time and later be considered incompetent or vice versa.

WHAT DOES THIS HAVE TO DO WITH BICR SERVICES?

- When you receive services from BICR, you will have a number of things to make decisions about or give **consent** for, such as signing your Service Agreement, deciding what kind of support you wish to receive, and deciding which programs you would like to attend.
- Upon entering BICR’s services, BICR will request information about your **substitute decision-maker**, if you have one.
- BICR will also discuss a decision-making process with you and your family so that your rights are being respected and your family is as involved as you want or need them to be.

CONFIDENTIALITY

Confidentiality means keeping your personal information private. Information about you will only be shared under the following circumstances:

1. WITHIN YOUR BICR SUPPORT TEAM

- The staff at BICR work as a team. Team members may share relevant information with each other to make sure that you get the support you need.

2. WITH THE CONSENT OF YOU OR YOUR SUBSTITUTE DECISION MAKER

- If BICR staff are asked to release verbal or written information about you or your support to anyone outside of BICR, they will need permission from you or your substitute decision-maker. BICR will only share information that is relevant to the specific request.

3. IN EXCEPTIONAL SITUATIONS

BICR's employees may be required to share confidential information (possible without your consent) in the following situations:

- If required to do so by a court of law (e.g. a subpoena).
- If you require emergency medical attention.
- If you are in a situation that results in police involvement (e.g. missing person).
- If BICR believes that you or someone else might be in danger, for example, if the situation involves abuse or potential self-harm.

Please Note:

Please refer to the BICR Privacy Statement and Policy on personal information for further information. See Appendix A.

HOW BICR WORKS WITH FAMILIES

BICR believes in working with participant and families in a “family-centered” way. Being “family-centered” means that we encourage your family to be part of your support team, if they are available and you want them to be involved. BICR believes that families are a valuable resource because they know a lot about you, such as what you were like before your brain injury and what has gone on since that time. Families are also generally concerned for your well-being and want to support you to do the best you can.

HOW MUCH INFORMATION IS SHARED WITH MY FAMILY?

That depends. BICR generally encourages sharing of information with families, because we have found that family involvement and support is often helpful. If you are competent and make your own decisions about who can receive information about you, you can decide

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whether your family receives information. If you are not competent and have a **substitute decision-maker** who makes these decisions for you, that person will decide how much information is shared. It should be noted that competent individuals who **consent** to share information with their family, may later ask that specifics not to be shared. This expressed wish to keep specific information confidential must be respected with the limits of confidentiality.

HOW IS MY FAMILY INVOLVED IN MAKING DECISIONS ABOUT MY SUPPORT NEEDS?

When it comes to making decisions about your support, it often works best to talk about the decision together with you, your family, and your BICR support team. Most of the time, we are able to make a good decision when we work on it together. Occasionally, you and your family may find it hard to agree on a decision. If the decision involves BICR services, BICR is required to listen to the person who has the legal right to make the decision. If you are competent, that person is you. If you are not, your substitute decision-maker will have the authority to make the decision.

HOW ARE FAMILIES AFFECTED BY BRAIN INJURY?

Families are very different in how they cope with and adapt to brain injury. It depends on so many different factors, including the type of relationship they have with you and how you were affected by your injury. Your family may experience some of the same feelings that you have experienced since your brain injury, such as loss and sadness that things are not the same as they used to be. They may worry about you and hope that you will be okay. Like you, they may be interested in learning all they can about your brain injury. This information helps them understand what you are going through and how they can best support you.

HOW WILL BICR SUPPORT MY FAMILY?

- BICR employees are sensitive to the needs and experiences of families, and will work with families in a supportive way.
- The BICR Social Worker and Psychologist can also provide short-term counselling to help families understand and adjust to the many changes that come with brain injury.

CHALLENGING SUPPORT ISSUES

INTRODUCTION

Many BICR participants face support issues that can be complicated and sensitive, such as those that will be discussed in this section. These issues have been included because:

1. They are issues about which participants and families often ask questions.
2. They are issues that are complicated in that they involve personal rights, risk, values, and morals.

The issues described in this section include:

- Alcohol and Drug Use
- Sexuality
- Infectious Diseases
- Physical Support
- Positive Approaches to Changing Behaviour

The following section describes how BICR will support you in dealing with these issues.

ALCOHOL AND DRUG USE

Staying sober was mentioned earlier as one of your responsibilities when working with BICR. This issue is important to discuss in more detail because use of alcohol and street drugs can get in the way of you progressing toward your goals and can increase your risk for injury. For example, using alcohol or drugs may increase the likelihood of seizures, falls, and further brain injuries.

BICR HAS A STRICT RULE REGARDING ALCOHOL AND DRUG USE:

- If you are under the influence of alcohol or drugs when you have an appointment with a BICR worker or when you are at a BICR program, you may be asked to leave or BICR may end the meeting.

BICR PROVIDES THE FOLLOWING SUPPORT FOR CLIENTS WHO HAVE DIFFICULTIES WITH SUBSTANCE USE:

- Supportive counseling.
- Referral to a substance abuse program.
- Behavioural contracting to discourage substance use.
- Assistance to reduce problems with medical, financial, or social issues that may result from substance abuse. For example, BICR may work with you to budget your money so that you do not have large amounts of money with you, which you may be tempted to spend on alcohol or drugs.

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Continuous alcohol and drug use poses a significant risk to you and others. BICR may discontinue your services if you are not able to follow these rules or the suggestions we give you.

SEXUALITY

Sexuality is a normal, healthy part of an adult's life. However, this can be a very challenging issue for participants and families following a brain injury. BICR understands that sexuality issues tend to be sensitive and staff will provide support in a confidential way. Whether you are in a relationship or not, adults do not generally choose to discuss issues regarding their sexuality with their parents or other family members. However, after a brain injury, families may become more concerned about sexual decisions. Families can know that BICR will support participants as needed in making responsible decisions involving their sexuality.

AS A BICR PARTICIPANT, YOU HAVE THE FOLLOWING RIGHTS REGARDING SEXUALITY:

- The right to have your sexual identity accepted and understood.
- The right to engage in sexual relationships and intimacy.
- The right to privacy.
- The right not to be judged because of your sexuality.
- The right to be free from unwanted sexual attention.

YOU ALSO HAVE SOME RESPONSIBILITIES WHEN IT COMES TO SEXUALITY:

- Do not push your sexuality or your sexual values on others.
- Respect that others may see sexual issues differently than you do.
- Respect the privacy of others.
- Do not make sexual comments or touch someone sexually unless the other person has given their consent.
- Do not make sexual comments or engage in sexual behaviour in public places where some people may be offended.
- Respect feedback from others about your behaviour. Others may not welcome your comments or behaviour. Remember that "no means no".
- Under no circumstances are sexual behaviours or comments toward staff acceptable. This helps us to ensure that BICR is a safe and comfortable place for you and staff.

BICR CAN PROVIDE SUPPORT TO YOU BY:

- Supporting you in making choices that will safeguard your health, safety and emotional well-being.
- Helping you get the information and counselling you need about safer sex practices, contraception, sexually transmitted diseases, and other sexual issues.

DO YOU LIVE IN A BICR RESIDENTIAL SETTING?

Sexual issues become more complicated if you live in a residential setting. You have an additional responsibility to consider how your behaviour will affect your roommates. To ensure that everyone living in your apartment or house feels safe and comfortable, a list of guidelines developed by you and your roommates about behaviour, including sexual issues or overnight guests, will be posted in your home. You have a responsibility to respect these rules.

INFECTIOUS DISEASES

An infectious disease is a disease that can be spread from person-to-person. Some examples are Hepatitis A, Hepatitis B, Hepatitis C and HIV/AIDS.

WHAT IF I HAVE AN INFECTIOUS DISEASE?

- BICR will continue to provide services to you as long as you are willing and able to do what you can to not spread your infection.
- In most cases, BICR will be able to keep information about your disease confidential however there are some situations in which BICR has an ethical responsibility to reduce the risks to others by informing them with your consent. For example:
 - If you live in a BICR residential setting – the staff who work with you and your roommates may need to be informed of your disease so they can protect themselves from being infected.
- If you are suspected of having an infectious disease, your doctor has a legal duty to report your disease to the Public Health Department. A Public Health officer may contact you to determine if anything needs to be done to protect you and others around you. This may mean informing certain people about your disease.
- As a last resort, if you continue to engage in behaviours that may put others at risk, your BICR services may be discontinued.

WHAT IF I DON'T HAVE AN INFECTIOUS DISEASE, BUT AM CONCERNED WITH BEING EXPOSED?

The staff at BICR will do everything they can to reduce the spread of infectious diseases.

If you want to protect yourself, you can:

- Talk to your doctor about getting available immunization shots (e.g. for Hepatitis A and B).
- Never use other people's personal items such as toothbrushes or razors.
- Always use safer sex practices.

INFLUENZA

An influenza (flu) pandemic spreads easily through many countries and regions of the world. Public Health tells us that another flu pandemic could happen again. They also tell us that if we are prepared, we can reduce the number of people who become infected and the number who die.

Since the pandemic flu spreads the same way as seasonal flu-through droplets contained in sneezes, coughs and by hand contact-basic precautions can greatly reduce its spread. There are drugs known as antivirals that can treat flu, but to be effective people have to take them before or very soon after they start to get sick-in some cases before the symptoms start. Ontario has a stock pile of antiviral drugs for the Province. In the case of the pandemic, we will only know if Ontario's supply of antiviral drugs works when we know more about the specific strain. The number of people that can be treated will depend on the supply of vaccines available. Once the strain is identified, Ontario then can produce a vaccine. It will take time to produce the vaccine, but our best defense is being prepared.

KNOW THAT BRAIN INJURY COMMUNITY RE-ENTRY IS PREPARED AND HAS A PANDEMIC PLAN.

All staff at BICR complete training and are educated on what to do if there is a pandemic flu outbreak. Staff will continue to follow routine practices to ensure minimal risk of spreading any virus. Staff will be required to wear personal protective equipment when providing direct care to a participant. This includes wearing gloves, gowns, masks and eye protection. In the case of a flu pandemic BICR may have a limited number of staff who are available to work and this may have an impact on participant programming. During a pandemic, depending on the severity of the outbreak BICR may have to cancel group events and may need to limit services to only those that are classified as essential. During a pandemic BICR will continue to update you and your families with regards to information on what to do. The following is a list outlining ways to reduce your risk.

HOW TO PROTECT YOURSELF AND YOUR FAMILY FROM A FLU PANDEMIC

- Get your flu shot every year - the flu shot will not protect you from a pandemic flu virus, but it will protect you from getting ordinary flu, which could weaken your immune system or resistance to the pandemic flu.
- Wash your hands thoroughly and often with soap or alcohol based hand sanitizers-good hand hygiene is the best way to prevent the spread of all flu viruses.
- Keep an alcohol-based sanitizer (gel) handy at work, in your purse, at school, home and in your car.
- Cover your mouth when you cough. Try to use a Kleenex when you cough or sneeze.
- Stay home when you are sick.
- Avoid large crowds of people where viruses can spread easily.

- Reduce non-essential travel.
- Follow any instructions given by public health officials.

PHYSICAL SUPPORT

Many people experience physical challenges after brain injury, such as weakness or paralysis, poor balance and reduced ability to move independently. In fact, you may need to use a wheelchair, walker, cane or other adaptive aid to help you get around and complete your daily activities more safely. You may also require some physical support to accomplish your activities of daily living, such as bathing, toileting or participating in an activity in the community, such as swimming or bowling.

WHAT IS PHYSICAL SUPPORT?

Physical support occurs when a staff member helps to support your body weight or prevent you from falling by providing physical guidance, such as during a transfer.

WHAT GUIDELINES DO BICR WORKERS FOLLOW IN PROVIDING PHYSICAL SUPPORT?

BICR strives to provide physical support in a way that minimizes the chance that you or BICR employees will get hurt. To ensure the safety of all involved, BICR workers will only provide physical support that has been designed by a qualified professional. If you require physical support, we may ask that you complete an assessment with an occupational or physical therapist during your initial assessment period to ensure that the physical support is safe for you. BICR may require the assessment before any support is provided if there are significant concerns. If support needs change, BICR may ask for a new assessment.

ARE THERE ANY LIMITS ON THE PHYSICAL SUPPORT THAT BICR WILL PROVIDE?

While BICR employees will work hard to find the best ways to support you, BICR reserves the right to refuse to provide physical support during an activity if the staff member believes that it presents a risk to you or to the staff member providing the support. BICR will make every effort to find other ways to meet your physical needs for your essential daily activities. However, physical support for participation in optional recreational or vocational activities may be discontinued if the activity is felt to be unsafe for you or BICR staff.

FALLS PREVENTION STRATEGIES

Falls are not just about getting older. A fall can cause minor or serious injury. Even without an injury a fall can cause a loss of confidence, increase fear and/or decrease activity level that may lead to a decline in one's health and increase the possibility of future falls. Most falls are predictable and preventable. There can be many factors that contribute to a fall; becoming aware of these factors can foster a culture of safety for participants and staff and reduce the number of falls.

BICR Participant & Family Handbook Glossary of Terms

TIPS THAT WILL HELP YOU AVOID A FALL

- Avoid floppy slippers or long bathrobes
- Put commonly used items in areas that are easy to reach
- When picking something up off the floor push it closer to something you can hold onto
- Avoid low furniture that is hard to get up from
- If you feel unsteady when you walk you may need a cane or walker
- Throw away throw rugs
- Stairs need hand rails
- Keep clutter off the walking paths of the house and off the stairs
- Put bright tape strips at the edge of each step
- Put lights in hallways
- Add nightlights in hallways or in the bathroom
- Add grab bars on the bathroom (by the toilet and inside the shower)
- Clean up spills immediately
- Put on a non-slip mat in the bathtub
- Slow down

POSITIVE APPROACHES FOR CHANGING BEHAVIOUR

Since your brain injury, you may feel or act differently than you did before. Dealing with these changes can be very frustrating and upsetting for you and the people who care about you. However, a positive approach can make all the difference.

HOW WILL BICR STAFF SUPPORT ME ON A DAILY BASIS TO REDUCE THE CHANCES OF ME BECOMING FRUSTRATED OR ANGRY WITH MYSELF AND/OR OTHERS?

BICR staff will work with you to create positive daily routines. These routines take into consideration your personal preferences for how you want to go about your day, your environment and how changes like rearranging your room or schedule may decrease stress in your life. You may find that since your brain injury you have less control over your life. BICR will provide opportunities for you to make choices and decisions. BICR believes that if we are able to work together and compromise, many difficult situations can be avoided.

WHAT IF I AM STILL FEELING ANXIOUS, ANGRY OR SAD?

We will problem solve together. Sometimes a simple suggestion by you or a family member may help. Other people can help including the BICR Social Worker, and/or the BICR Psychologist. You may choose to meet with one (or more) of these people individually for counselling or they may provide suggestions to you, your family and/or other BICR workers.

CAN BICR HELP ME WITH GOALS LIKE EXERCISING MORE, QUITTING SMOKING OR MEETING PEOPLE?

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Absolutely. BICR workers will support you in working toward goals that are important to you. They will work with you to clarify your goal and then develop a plan for achieving it. The plan could include strategies to help you work around any challenges, such as limited memory, that might get in the way of you achieving your goal.

- For example, if you want to exercise more, staff could help you arrange for a fitness program especially designed to meet your goals. Staff might also help you put your exercise times into your schedule, to keep you on track toward your goal.

The bottom line is that many people feel that issues with their behaviour stand in the way of some of their goals. For example, behavioural problems may make it harder to get a job, make friends and find a partner. If you feel that there are areas that you want to work on, speak to your Case Facilitator or another staff person you trust and we can tackle it together.

GLOSSARY OF TERMS

ASSESSMENT

A process of determining your skills, abilities and areas of difficulty. This may occur by having you try certain activities or by asking you questions. The assessment helps us identify the areas in which you may want to develop your skills or where you may require support or assistance.

ATAXIA

A problem of muscle coordination not due to apraxia, weakness, rigidity, spasticity or sensory loss. Caused by lesion of the cerebellum or basal ganglia. Can interfere with a person's ability to walk, talk, eat, and to perform other self care tasks.

AUTONOMY

Making your own decisions, including the decision to choose someone you trust to help you.

CAPACITY ASSESSOR

Assessors are persons who are authorized to conduct an assessment of a person's mental capacity for certain purposes such as appointing a guardian for property without going through the courts. They have appropriate professional backgrounds and have successfully completed a training course in capacity assessment. They are independent of the government.

COGNITIVE DIFFICULTIES

Includes difficulties in areas such as memory, perception, thinking and problem solving.

CONSENT

Giving your permission or agreement, after you have all of the information that you need to do so.

FEE FOR SERVICE

A situation in which a person or funder, such as an insurance company, pays for the services that a participant receives.

INDIVIDUAL SUPPORT PLAN (ISP)

Your Individual Support Plan is a BICR document that is completed when you begin service with BICR and updated on an annual and/or as needed basis. The Individual Support Plan summarizes your goals, your ongoing support needs and what BICR will do to provide that support.

LEGAL GUARDIAN-OF THE PERSON

A Court may appoint a guardian of the person to make decisions on behalf of an incapable

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person in some or all areas of personal care. The guardian must be at least 16 years old.

LEGAL GUARDIAN-OF THE PROPERTY (AND FINANCES)

A guardian of property is someone who is appointed by the Public Guardian and Trustee or the Courts to look after an incapable person's property or finances. The person must be at least 18 years old. A guardian is different from an attorney. An attorney is chosen by the individual, before becoming incapable, to act on his or her behalf, while a guardian is appointed after incapacity.

MENTORING

A process in which someone works with you as a coach or guide to help you develop the skills that you wish to gain.

PERSONAL CARE

Personal care includes health care, nutrition, shelter, clothing, hygiene and safety.

PHYSICAL DIFFICULTIES

This includes any changes to your body that affect your ability to perform your daily activities, for example, balance, weakness or paralysis.

POWER OF ATTORNEY FOR PERSONAL CARE

A Power of Attorney for Personal Care is a legal document in which one person gives another person the authority to make personal care decisions on his or her behalf, if he or she becomes mentally incapable.

POWER OF ATTORNEY FOR PROPERTY

A Power of Attorney for Property is a legal document in which a person gives someone else the legal authority to make decisions about his or her finances if he or she becomes unable to make those decisions. The person who is named as the attorney does not have to be a lawyer. The Power of Attorney may be designed to come into force only after the person who gave it is no longer mentally capable.

PUBLIC GUARDIAN AND TRUSTEE

The Public Guardian and Trustee's role is to act as a substitute decision maker of last resort on behalf of incapable people who have no one who is willing or able to act on their behalf.

SERVICE AGREEMENT

This is a BICR document that outlines the support you will receive from BICR, your rights and responsibilities as a BICR client and the BICR complaint procedure. You or your Substitute Decision Maker is required to sign this agreement with BICR staff prior to receiving services.

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STATUTORY GUARDIAN

A statutory guardian is a person who is appointed to act on another person's behalf without going to court. Statutory guardianship applies only to property or finances; there is no statutory guardianship for personal care. A statutory guardian can be the Public Guardian and Trustee (PGT) or someone approved by the PGT to replace the PGT as statutory guardian.

SUBSTITUTE DECISION MAKER

A person that has the legal authority to make decisions on your behalf, such as a Guardian, someone who has Power of Attorney or in some cases a family member.

SUPPORT TEAM

Your support team is made up of the BICR staff members who work with you on a regular basis to help you reach your goals or participate in BICR programs and services. Your support team may consist of a Case Facilitator, Case Coordinator or Intake Worker. Different participants may have different staff on their support team. Please see your "MY SUPPORT TEAM-CONTACT SHEET" for the names of the workers on your support team.

THIRD PARTY PAYER

Someone other than you or the service provider (e.g. BICR) that pays for the services that you receive, for example, an insurance company.

BICR PRIVACY STATEMENT & POLICY

COMMITMENT TO PRIVACY

Protecting your privacy and the confidentiality of your personal information has always been an important aspect of Brain Injury Community Re-entry's operations. The appropriate collection, use and disclosure of participants' personal health information is fundamental to our day to day operations and to your care.

We strive to provide you with excellent medical care and service, which includes developing appropriate services and treating your personal health information with respect. Each member and employee of our organization must abide by our commitment to privacy in handling of personal information.

APPLICABILITY OF PRIVACY POLICY

Our privacy policy informs you of our commitment to privacy and tells you the ways we ensure that your privacy is protected. Our privacy policy applies to protect the personal health information of all our participants that is in our possession and control.

WHAT IS PERSONAL HEALTH INFORMATION?

Personal health information means identifying information about an individual relating to their physical or mental health (including medical history), the providing of health care to the individual, payments or eligibility for health care, organ and tissue donation and health number.

THE 10 PRINCIPLES OF PRIVACY

Our Privacy Policy reflects our compliance with fair information practices, applicable laws and standards of practice.

1. ACCOUNTABILITY

We take our commitment to securing your privacy very seriously. Each employee and member of our organization is responsible for the personal information under his/her control. Our employees are informed about the importance of privacy and receive information periodically to update them about our Privacy Policy and related issues.

In addition to establishing this Privacy Policy we have appointed Heather Olszewski, Personal Information Officer, for privacy matters.

2. IDENTIFYING PURPOSES: WHY WE COLLECT INFORMATION

We ask you for information to establish a relationship and serve your medical needs. We

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obtain most of our information about you directly from you, or from other health practitioners whom you have seen and authorized to disclose to us. You are entitled to know how we use your information and this is described in the Privacy Statement posted. We will limit the information we collect to what we need for those purposes, and we will use it only for those purposes. We will obtain your consent if we wish to use your information for any other purpose.

3. CONSENT

You have the right to determine how your personal health information is used and disclosed. For most health care purposes, your consent is implied as a result of your consent to treatment and or request for our support and services, in some circumstances your express, sometimes written consent may be required.

4. LIMITING COLLECTION

We collect information by fair and lawful means and collect only that information which may be necessary for purposes related to the provision of services related to your medical needs.

5. LIMITING USE, DISCLOSURE AND RETENTION

The information we request from you is used for the purposes defined. We will seek your consent before using the information for purposes beyond the scope of the posted Privacy Statement.

Under no circumstances do we sell participant lists or other personal information to third parties. There are some types of disclosure of your personal health information that may occur as part of our services and our routine obligations and/or administration management. This includes consultants and suppliers to the organization, on the understanding that they abide by our Privacy Policy and only to the extent necessary to allow them to provide services that support our organization.

We will retain your information only for the time it is required for the purposes we describe and once your personal information is no longer required, it will be destroyed. However due to our on-going exposure to potential claims, some information is kept for a longer period.

6. ACCURACY

We endeavour to ensure that all decisions involving your personal information are based upon accurate and timely information. While we will do our best to base our decisions on accurate information, we rely on you to disclose all material information and to inform us of any relevant changes.

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7. SAFEGUARDS: PROTECTING YOUR INFORMATION

We protect your information with appropriate safeguards and security measures. BICR maintains personal information in a combination of paper and electronic files. Recent paper records concerning individuals' personal information are stored in files kept onsite at our office. Older files/records may be stored offsite or electronically.

Access to personal information will be authorized only for the physicians and employees associated with BICR, and other agents who require access in the performance of their duties and to those otherwise authorized by law.

We provide information to health care providers acting on your behalf, on the understanding that they are also bound by law and ethics to safeguard your privacy. Other organizations and agents must agree to abide by our Privacy Policy and may be asked to sign contracts to that effect. We will give them only the information necessary to perform the services for which they are engaged, and will require that they not store, use or disclose the information for purposes other than to carry out those services.

Our computer systems are password-secured and constructed in such a way that only authorized individuals can access secure systems and databases.

If you send us an e-mail message that includes personal information, such as your name included in the "address", we will use that information to respond to your inquiry. Please remember that e-mail is not necessarily secure against interception. If your communication is very sensitive, you should not send it electronically unless the e-mail is encrypted or your browser indicates that the access is secure.

8. OPENNESS: KEEPING YOU INFORMED

BICR has utilized this plain language Privacy Policy to keep you informed. You may ask to receive a copy of it from Heather Olszewski, Personal Information Officer.

If you have any additional questions or concerns about privacy, we invite you to contact us and we will address your concerns to the best of our ability.

9. ACCESS AND CORRECTION

With limited exceptions, we will give you access to the information we retain about you within a reasonable time, upon presentation of a written request and satisfactory identification.

We may charge you a fee for this service and if so, we will give you notice in advance of processing your request.

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If you find errors of fact in your personal health information, please notify us as soon as possible and we will make the appropriate corrections. We are not required to correct information relating to clinical observations or opinions made in good faith. You have a right to append a short statement of disagreement to your record if we refuse to make a requested change.

If we deny your request for access to your personal information, we will advise you in writing of the reason for the refusal and you may then challenge our decision.

10. CHALLENGING COMPLIANCE

We encourage you to contact us with any questions or concerns you might have about your privacy or our Privacy Policy. We will investigate and respond to your concerns about any aspect of our handling of your information.

In most cases, an issue is resolved simply by telling us about it and discussing it. You can reach us at:

Brain Injury Community Re-entry (Niagara) Inc.
12 & 13 - 261 Martindale Road,
St. Catharines, Ontario, L2W 1A1
Tel: 905-687-6788 or 1-800-996-8796
Fax: 905-641-2785
e-mail: staff@bicr.org Website: www.bicr.org

Contact person
Heather Olszewski, Personal Information Officer
Extension 663

If after contacting us, you feel that your concerns have not been addressed to your satisfaction, we will provide information on other complaint procedures that may be available to you.

CONTACT INFORMATION

Brain Injury Community Re-entry (Niagara) Inc.

261 Martindale Road, Units 12 & 13

St. Catharines, ON L2W 1A1

Phone: 905 687-6788 or 1-800-996-8796

Fax: 905 641-2785

Website: www.bicr.org

Email: staff@bicr.org



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HEALTH SERVICES ACCREDITATION