

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.



**ANNUAL REPORT
2016-2017**

**ANNUAL REPORTS
2016-2017**

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INTRODUCTION TO BICR 2016-2017

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

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

MISSION STATEMENT

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

VISION STATEMENT

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

STATEMENT OF PHILOSOPHY

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

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

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

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

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

**PRESIDENT'S ANNUAL REPORT
2016-2017**

Another year has gone by, making this our 29th Annual General Meeting. It's a pleasure to welcome you all here as your President.

As you probably know, Accreditation Canada gave us the highest report of all the past reports to date. I would like to congratulate all those who participated. We can relax for four years now.

Our Mental Health partnership is going well in Niagara Falls on St. Paul Street. This year we purchased a wheelchair van in very good condition to transport our BICR participants to various functions.

As mentioned last year, two Directors has served their nine year term, therefore two new Directors have come aboard. We welcome Pat McNabb and Christine Reeves to complete our full directorship as ten. We thank them for the coming years of volunteerism.

BICR is running smoothly thanks to Staff, Managers, CEO Frank Greco and the Board of Directors.

Have a safe and healthy summer and year ahead for 2017-2018.

**NICK OSTRYHON
PRESIDENT**

RAPPORT ANNUEL DU PRÉSIDENT 2016-2017

Une autre année vient de s'écouler et nous en sommes maintenant à notre 29^e assemblée générale annuelle. C'est un plaisir de vous souhaiter à tous et à toutes la bienvenue en ma qualité de président.

Comme vous le savez sans doute, cette année, le rapport d'Agrément Canada a été le plus favorable de tous les rapports précédents. J'aimerais féliciter toutes les personnes qui ont participé au processus d'agrément. Nous pouvons maintenant nous détendre un peu au cours des quatre prochaines années.

Le partenariat que nous avons établi avec l'Association canadienne pour la santé mentale donne d'excellents résultats à l'emplacement de la rue St. Paul, à Niagara Falls. Cette année, nous avons acheté une fourgonnette accessible aux fauteuils roulants pour transporter les participants de BICR à leurs diverses activités.

Comme nous l'avons mentionné l'an dernier, deux administrateurs ont terminé leur mandat de neuf ans et deux nouvelles administratrices se sont jointes au conseil. Nous souhaitons la bienvenue à Pat McNab et à Christine Reeves, qui portent le nombre d'administrateurs à dix pour un effectif complet. Nous les remercions à l'avance pour les années de bénévolat à venir.

Les activités de BICR vont bon train grâce au dévouement du personnel, des gestionnaires, du directeur général Frank Greco et du conseil d'administration.

Je vous souhaite santé et sécurité cet été et pendant tout l'exercice 2017-2018.

NICK OSTRYHON
PRÉSIDENT

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
CHIEF EXECUTIVE OFFICER'S ANNUAL REPORT
2016-2017

Brain Injury Community Re-entry (Niagara) Inc. (BICR) has had a remarkable 2016-2017 with many successful achievements. The organization received Extemporary Standing for 2016-2020 from Accreditation Canada. This attainment in part, exhibits the excellent service that our organization provides to our participants, family members and to those within our community. We continue to emphasize the importance of building strong working relationships with community partners to provide a variety of opportunities to our participants, as well as, to afford cross training to staff on various topics including the complexity of an acquired brain injury diagnosis. Those partners include: Canadian Mental Health Association, March of Dimes Canada, Brain Injury Association of Fort Erie, Brain Injury Association of Niagara, Ontario Brain Injury Association, Niagara Regional Housing, Tanguay Place Residence, and the YMCA.

Committee work derived from the Local Health Integrated Network 4 guidelines continues to be an important priority within our organization, as we prioritize the matters of acquired brain injury within our region and across the province. We continue to strive to maintain a strong, productive working relationship with the LHIN 4 and the Ministry of Health and Long Term Care. These connections are critical to the current and future success of our organization.

Youngs Insurance Brokers Inc. sponsored our Annual Golf Tournament on August 9, 2016. I would like to thank Sandy Valleriani and Guy Rizzo for all their support in raising \$23,000 which helped with the purchase of a wheelchair accessible van.

BICR held a Strategic Planning Forum on October 17, 2016 at the Holiday Inn and Suites Parkway Conference Center in St. Catharines. Fifteen topics were brought forward and discussed during the forum. The topics with the highest number of votes were considered and have moved forward. They are as follows:

BICR's Strategic Directions for 2017-2020:

1. **Assisted Living and Poverty:** BICR will educate our participants with regards to the Niagara Regional Housing options. We will advocate for change and increase social awareness on the effects of poverty within our Region.
2. **Employment Opportunities for Participants:** BICR will continue to explore employment opportunities for our participants. We will develop strategies and increase our partnerships to provide the best possible employment results.
3. **Transportation:** BICR will continue to stay vigilant and current with the Region's public transit options and prioritize the use of the agency's accessible vans.
4. **Patient Safety:** BICR will provide support and leadership and create a culture of safety within the organization to individuals living with the effects of an acquired brain injury.

The Board of Directors and the Management Team were a great resource to the organization and myself during the 2016-2017 fiscal year. In addition, they provided a high level of support during the accreditation process that is greatly appreciated.

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
CHIEF EXECUTIVE OFFICER'S ANNUAL REPORT
2016-2017

One addition thought as I finalize this report. BICR owes a debt of gratitude to Linda Rapley for her exceptional service during her career. The Management Team and I will greatly miss her.

I wish everyone good health and happiness.

FRANK GRECO
CHIEF EXECUTIVE OFFICER

RAPPORT ANNUEL DU DIRECTEUR GÉNÉRAL 2016-2017

Réintégration communautaire des personnes ayant subi une lésion cérébrale (Niagara) inc. (BICR) a connu, en 2016-2017, une année remarquable ponctuée par de nombreuses réussites. L'organisme a reçu l'agrément avec mention d'honneur d'Agrément Canada pour la période 2016-2020. Cette réalisation témoigne en partie de l'excellence des services que nous offrons à nos participants, à leur famille et aux membres de notre communauté. Nous continuons à souligner l'importance de forger de solides relations de travail avec nos partenaires communautaires afin de fournir tout un éventail de possibilités à nos participants ainsi qu'une formation polyvalente à notre personnel sur divers sujets dont la complexité du diagnostic de lésion cérébrale acquise. Nos partenaires comprennent l'Association canadienne pour la santé mentale, la Marche des dix sous de l'Ontario, la Brain Injury Association of Fort Erie, la Brain Injury Association of Niagara, l'Ontario Brain Injury Association, Niagara Regional Housing, Tanguay Place Residence et le YMCA.

Les travaux de comité découlant des lignes directrices du Réseau local d'intégration des services de santé (RLISS) 4 demeurent d'une importance capitale pour notre organisme alors que nous établissons la priorité des enjeux liés aux lésions cérébrales acquises dans notre région et à l'échelle de la province. Nous continuons à nous efforcer de maintenir une relation de travail solide et productive avec le RLISS 4 et le ministère de la Santé et des Soins de longue durée. Ces alliances sont cruciales au succès actuel et futur de notre organisme.

Le cabinet Youngs Insurance Brokers Inc. a parrainé notre tournoi de golf annuel le 9 août 2016. J'aimerais remercier Sandy Valleriani et Guy Rizzo des efforts qu'ils ont déployés pour recueillir la somme de 23 000 \$, qui nous a permis d'acheter une fourgonnette accessible aux fauteuils roulants.

BICR a tenu un Forum de planification stratégique le 17 octobre 2016 au Holiday Inn and Suites Parkway Conference Centre, à St. Catharines, où 15 questions ont été soulevées et examinées. Celles qui ont obtenu le plus grand nombre de votes ont été étudiées plus en détail et ont fait l'objet d'un suivi. Il s'agit des questions suivantes :

Orientations stratégiques de BICR pour 2017-2020 :

5. **Logement avec services de soutien et pauvreté** : BICR informera ses participants des options en matière d'hébergement offertes par Niagara Regional Housing. Nous plaiderons en faveur du changement et favoriserons une plus grande sensibilisation du public aux effets de la pauvreté dans notre région.
6. **Perspectives d'emploi pour les participants** : BICR continuera à étudier les possibilités d'emploi pour nos participants. Nous élaborerons des stratégies et multiplierons nos partenariats afin d'obtenir les meilleurs résultats possible dans le domaine de l'emploi.
7. **Transport** : BICR demeurera vigilant et au courant des options en matière de transport public dans la région. Il déterminera les priorités relatives à l'utilisation de ses fourgonnettes accessibles aux fauteuils roulants.
8. **Sécurité des patients** : BICR fournira soutien et leadership et créera une culture de sécurité pour les personnes qui vivent avec les effets d'une lésion cérébrale acquise.

Le conseil d'administration et l'équipe de gestion ont constitué une ressource précieuse pour l'organisme et moi-même au cours de l'exercice 2016-2017. Leur soutien tout au long du processus d'agrément a également été d'une valeur inestimable. Je leur suis grandement reconnaissant.

**RAPPORT ANNUEL DU DIRECTEUR GÉNÉRAL
2016-2017**

En terminant ce rapport, j'aimerais exprimer ma sincère gratitude à Linda Rapley, au nom de nous tous à BICR, pour son service exceptionnel au sein de notre organisme. Elle nous manquera énormément.

Je vous souhaite à tous santé et bonheur.

FRANK GRECO
DIRECTEUR GÉNÉRAL

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
28TH ANNUAL GENERAL MEETING MINUTES
JUNE 8TH, 2016

Present: Nick Ostryhon, Frank Greco, Jacqui Graham, Doug Kane, Brian Minard, Steve Murphy, Jackie Lynch, Luc Savoie, Sharon Cochrane, Dr. Tricia Pailing

Regrets: David Shapiro

1. Meeting called to order at 5:10 p.m.
Nick Ostryhon welcomed and thanked everyone for attending the 28th Annual General Meeting.
2. Adoption of the Agenda

Motion: To adopt the agenda for the 28th Annual General Meeting as presented.
Moved: Jacqui Graham
Seconded: Jackie Lynch
Carried.
3. Review and approval of the minutes from the Annual General Meeting held on June 10th, 2015.

Motion: To approve the minutes of the 27th Annual General Meeting held on June 10th, 2015 with no errors or omissions.
Moved: Jacqui Graham
Seconded: Jackie Lynch
Carried.
4. Independent Auditor's Report/Financial Statements
Larry Iggulden mentioned that he is an independent auditor, and Partridge Iggulden Chartered Accounts are not part of BICR. The auditor's responsibility is to express an opinion on the financial statements based on the audits. The audits are conducted in accordance with the Canadian generally accepted auditing standards. Those standards require that Partridge Iggulden comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

Larry proceeded to present BICR's Financial Statements for the year ending March 31st, 2016, and referred to the back pages of the Annual Report 2015-2016. BICR's accounting records are excellent and working as they should be working. The evidence presented to the auditor was sufficient and appropriate to provide a basis for a qualified audit opinion.

BICR managed \$6,528,399 during the April 1st, 2015 to March 31st, 2016 fiscal year, with a \$359,722 operating surplus of which \$287,588 is repayable to the Ministry of Health.

Larry opened up to questions.

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

Motion: To approve the Independent Auditor's Report/Financial Statements ending March 31st, 2016 as presented.
Moved: Brian Minard
Seconded: Luc Savoie
Carried.

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
28TH ANNUAL GENERAL MEETING MINUTES
JUNE 8TH, 2016

5. Other Business:

1. President's Report

Nick Ostryhon presented the President's Report and mentioned that two of our Board of Directors have completed their term. Steve Murphy and Jacqui Graham were thanked for their dedicated service to the organization. Nick welcomed Christine Reeves and Patricia McNabb who are joining the BOD in September.

2. Chief Executive Officer's Report

Frank thanked the celebrating employees and community partners for attending tonight's AGM, as well as, the managers and board of directors. He mentioned that the organization has done very well since the founding members Nick and Vince took it upon themselves to get the organization started.

Frank mentioned that we received excellent results from the Participant and Family Satisfaction Surveys and that this is a testament to the work staff do on a day to day basis. The Staff Satisfaction Survey results were also glowing which is due to the continued efforts from the Management Staff.

BICR received Accreditation with Extemporary Standing from Accreditation Canada for 2016 – 2020.

Frank mentioned that the organization now fully owns Cemetery Gardening Angels. Run through our Vocational department, 15-18 individuals have competitive employment as a result.

3. Appointment of Auditor's

Motion: To appoint the accounting firm of Partridge Iggulden for the operating year of 2016-2017

Moved: Steve Murphy

Seconded: Luc Savoie

Carried.

4. Recognition of Directors

Nick Ostryhon – President
Jacqui Graham – Secretary
David Shapiro – Director
Dr. Tricia Pailing – Director
Brian Minard – Director

Steve Murphy – Vice President
Luc Savoie – Director
Doug Kane – Treasurer
Jackie Lynch – Director
Sharon Cochrane – Director

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

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

Motion: To adjourn the 28th Annual General Meeting.

Moved: Jacqui Graham

Seconded: Jackie Lynch

Carried.

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
INTAKE DEPARTMENT ANNUAL REPORT
2016-2017

GENERAL OVERVIEW

This continued to be a busy year for Intake as the average rate of referrals per month was 24 referrals. This includes self-referrals, family referrals and referrals from Community agencies. During the last year, the Intake Coordinator's primary responsibilities were to support applicants and their families in the application process by responding to all referrals and requests for information in a timely manner. The Intake Coordinator's responsibilities also included determining eligibility, obtaining consents, reviewing privacy legislation and completing applications for service. As part of the intake process this included identifying service needs and assessing an applicant's current status and community supports. This position also involved the Intake Coordinator managing and reviewing the waitlist for each program within the agency.

HIGHLIGHTS

The Intake Coordinator was involved in a number of internal committees during the fiscal year. The Intake Coordinator is responsible for coordinating the agency's admissions meeting every month. This continues to be very valuable to the intake process and allows for further discussion regarding potential applicants and appropriate supports. The Intake Coordinator is also involved in the Participants' Safety Steering Committee. The Intake Coordinator also attends the Human Service and Justice Coordinating meetings that are held monthly.

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

STATISTICS

- Number of calls during the fiscal year 2016- 2017
- Referrals for Service: **281**
- Requests for Information about Programs and Services: **152**
- Total inappropriate referrals: **20**

Based on the number of referrals made and received during the 2016-2017 fiscal year, it is interesting to identify how individuals applying for BICR services acquired their brain injuries.

| CAUSE OF INJURY | PERCENTAGE OF INDIVIDUALS |
|--|---------------------------|
| Falls | 15% |
| Motor Vehicle Accidents | 21% |
| Assaults | 8% |
| Strokes | 23% |
| Aneurysm | 6% |
| Concussions | 10% |
| Other- includes Anoxic Injuries, Brain Tumors, Medical Complications, Hit by Objects | 17% |

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
INTAKE DEPARTMENT ANNUAL REPORT
2016-2017

CHALLENGES AND TRENDS

In the past year, there continues to have been an increase in the number of concussion referrals. Concussions referrals continue to increase as those affected have experienced difficulty in finding suitable supports to recover from their concussions. Many applicants often are dealing with the symptoms of their concussion which are dizziness, headaches, nausea and vomiting and cognitive challenges. Once the symptoms are treated BICR can assist with providing supports to manage cognitive challenges and psychological and emotional concerns.

The Ontario Neurotrauma Foundation continues to reassess guidelines for concussion treatments. They are continuing research in order to determine standards for post-concussion care. This would provide a mandate on the process of care to follow a concussion, as well provide resources and tools for best practices. These guidelines can be viewed at www.onf.org. BICR continues to review all concussion referrals and applications on an individual basis to determine if supports are suitable.

In summary 2016-2017 continues to see an increase in requests for information and referrals. This is reflective of the many strong partnerships that we have within the community. Again with these partnerships, BICR continues to provide much needed services to all participants and caregivers within the community and also continues to strengthen community partnerships to ensure applicants and families are afforded the highest level of support.

TRACY MADDALENA
INTAKE COORDINATOR

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
MODULAR SERVICES ANNUAL REPORT
2016-2017

GENERAL OVERVIEW

During the 2016-2017 fiscal year, as BICR realigned reporting structures the Modular Services Manager position had the primary responsibility of overseeing the following services within BICR: Case Coordination; Fee for Service; Recreation Services; one Office Secretary and St. Paul Transitional Living.

HIGHLIGHTS

In June 2016, St. Paul Transitional Living program, focused on dual diagnosis ABI and mental health was transferred to Modular Services, while Rural Services Coordinator and Bowden Supported Living Program were transferred to another manager. Positional turnover and operational needs resulted in significant hiring and training at St. Paul including two team coordinators, overnight, and part-time, and relief rehabilitation counsellor positions.

St. Paul transitional Living is a new initiative funded by the Ministry of Healthy and is open to individuals across the province. It has an admission committee comprised of representatives from Hamilton Health Sciences ABIP, Canadian Mental Health Association (CMHA), ABI System Navigator, and BICR. The program in partnership with CMHA has a capacity of seven individuals, five from BICR and two from CMHA. All participants have either their own apartment or bedroom that locks with a communal kitchen and living space. The home is owned by CMHA and prior to becoming operational it received extensive renovations to ensure it is AODA compliant. Two bedrooms and one bathroom are fully accessible. The home was also retrofitted with fire safety mechanisms including interconnected smoke alarms, fire doors and sprinkler system throughout the home. Like many renovation projects there were last minute repairs and inspections that delayed our estimated occupancy dates, however, the home became operational in July 2016. At the end of this fiscal year, the program was supporting four individuals and plans were under way to admit the fifth participant under BICR. Prominent themes that participants and staff have experienced in the first year have included limited finances, accessing psychiatric and general practitioners on a local level, and addictions. In the latter part of the fiscal year the agency was able to finalize a contract with Dr. Seyone, neuropsychiatrist, to provide consultative services to the St. Paul program and its participants beginning in June 2017.

Partnership with CMHA continued with joint meetings between staff from both programs to facilitate mutually agreeable practices. The Memorandum of Understanding between the organizations was reviewed and modified to mirror practices that have developed.

Compilation of statistical information for recreation and unit 10 groups continued to be centralized through the Recreation Coordinator. Recreation services have put forth a concerted effort to offer new groups and recreational activities within the community. A Dart league has been particularly well received.

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

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

Student placements continue as student work grants are utilized, primarily in the Recreation Department.

MODULAR SERVICES ANNUAL REPORT 2016-2017

The writer continued to be a member of the Admissions Committee, and was co-lead of the ABI team leading up to and during our site visit from Accreditation in May 2016 and was involved with the Participant COSS/Modular Services Christmas party.

Following the staff open space forum, the writer was the management representative for the topic of mental health days in the workplace.

OBJECTIVES

I look forward to the upcoming year and supporting the staff and participants within Modular Services to provide exceptional programs, services and publications. Partnerships will continue to be fostered in the community and across Ontario as St. Paul reaches full capacity as a program and simultaneously begins to plan for individual transitions from the program. As co-lead with another manager the strategic direction, Assisted Living and Poverty will become a future focus.

Recreation Services will host a Caribbean vacation in the late fall of 2017 and case coordination will continue to provide interim support to our wait list applicants. Thank you to all staff within these programs who continue to provide support and advocacy for their participants and for their commitment to BICR.

While I have touched on the themes and program highlights of Modular Services in general, Case Coordination and Recreation Services have submitted annual reports on their respective department's outlining the activities and accomplishments in the 2016-2017 fiscal year. Please refer to these reports for additional information.

DARLENE STEVENSON
MODULAR SERVICES MANAGER

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
CASE COORDINATION PROGRAM ANNUAL REPORT
2016-2017

GENERAL OVERVIEW

The Case Coordination program is a time limited service that provides initial service coordination to individuals on BICR's waitlist. Core functions of the Case Coordination team include individual assessment, goal setting/service planning, assistance with the completion of applications i.e. Niagara Regional Housing, Ontario Disability Support Program, locating appropriate housing, and completing referrals to internal and external community resources. Case Coordinators maintain regular communication with the Intake Coordinator and regularly consult with the agency's Psychologist and Social Worker.

STATISTICS

The following is an outline of current averages within the past year. It combines the numbers from one full-time Case Coordinator and 2 part-time Case Coordinators currently working within the program.

| TOTAL FILES ADMITTED | FILE CLOSURES /DISCHARGES | TRANSFERS TO OTHER BICR PROGRAMS | ACTIVE FILES |
|----------------------|------------------------------|-------------------------------------|--------------|
| 31 | 19 | 10 | 45 |

Closure/Discharges are files that are no longer open at BICR. Files are closed or discharged either as a result of support needs being met or as a result of an inability to maintain contact with the participant.

Transfers occur when participants are admitted in from Case Coordination into other BICR programs such as COSS and Buckley/Bowden SIL.

HIGHLIGHTS

In 2016 there was some restructuring within the agency. A part-time manager position was created. The successful candidate was a Case Coordinator which created the need to assign another part-time Case Coordinator. There are now three Case Coordinators; one full-time and two part-time. This transition required some juggling of caseloads and coordination to determine optimal service levels.

Case Coordinators continue to be involved in numerous committees within the agency such as Joint Health and Safety Committee, Behavioural Review Committee, Emergency Response and Outbreak (EROC) Committee, Medication Committee, Social Committee, Van Coordination Committee and the Niagara Region Accessibility Advisory Committee.

Additionally, all of the Case Coordinators facilitated several internal training courses including Crisis Intervention Management (CIM), and a component of Joint Health and Safety.

CHALLENGES

The following continue to be challenges: helping participants with concurrent diagnoses, assisting participants with securing affordable housing, finding appropriate community resources for participants with concurrent diagnoses and establishing and maintaining contact with participants.

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
CASE COORDINATION PROGRAM ANNUAL REPORT
2016-2017

OBJECTIVES

The Case Coordination team will continue to assess and survey present caseloads to better serve participants and to provide seamless service from the Intake level, waitlist and Case Coordination. The team will also persist with fostering partnerships with outside service providers.

JONATHAN WILLIAMS
CASE COORDINATOR

BRANDON PEARSON
CASE COORDINATOR

JOE TALARICO
CASE COORDINATION

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
RECREATION SERVICES ANNUAL REPORT
2016-2017

GENERAL OVERVIEW

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

ONGOING GROUPS / DROP IN EVENTS

| DROP IN PROGRAMS | PARTICIPANTS SERVED (AVERAGES) |
|--|--|
| Bowling at Parkway Lanes | 14 |
| Men's Group | 11 |
| Women's Group | 5 |
| Wacky Wednesday | 15 |
| REGISTRATION PROGRAMS COMMUNITY BASED | PARTICIPANTS SERVED (AVERAGES) |
| Darts | 11 |
| WRAP Mondays | 6 |
| WRAP Fridays | 4 |
| Horticulture Therapy Tuesdays | 4 |
| Horticulture Therapy Thursdays | 8 |
| Lunch Club Niagara Falls | 7 |
| Music Trivia | 15 |
| Wood working | 10 |
| REGISTRATION PROGRAMS CENTER BASED | PARTICIPANTS SERVED (AVERAGES) |
| Drama | 8 |
| Stucco Art | 9 |
| Drumming with Erin | 8 |
| Women's Retreat | 22 |
| Music with Phil, Rick and Friends | 19 |
| Music Expressions | 12 |
| Tai Chi | 11 |
| Cooking Take Home Meals | 4 |
| Pet Therapy | 11 |
| TRIPS | PARTICIPANTS SERVED |
| Geneva Park August 2016 (Residential) | 7 |
| Geneva Park August 2016 (COSS & Modular) | 12 |
| SEASONAL | PARTICIPANTS SERVED (AVERAGES) |
| Baseball Tournament | 28 part. Plus 18 students, staff, volunteers, family |
| Canoeing x 14 weeks | Average 11 per month |
| COSS & Modular Services Christmas Party | 67 participants & 40 family members |
| BICR Bowl-a-thon | 25 participants and 24 non participants |
| Spring Fling Dance April 2016 | 44 participants and 30 non participants |
| Halloween Dance October 2016 | 46 participants and 33 non participants |

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
RECREATION SERVICES ANNUAL REPORT
2016-2017

| CALENDAR OUTINGS | APR | MAY | JUNE | JULY | AUG | SEPT | OCT | NOV | DEC | JAN | FEB | MAR | TOTAL |
|------------------|-----|-----|------|------|-----|------|-----|-----|-----|-----|-----|-----|-------|
| # OF EVENTS | 8 | 7 | 8 | 9 | 7 | 8 | 7 | 9 | 7 | 7 | 8 | 6 | 91 |
| # ATTENDED | 115 | 92 | 89 | 116 | 94 | 95 | 91 | 80 | 106 | 59 | 70 | 72 | 1079 |

HIGHLIGHTS

- Over the past year, the attendance for some groups has decreased while the attendance for other groups has increased. Over all the numbers for programming have increased over the past year.
- The extension of the Bowling program to run all year instead of seasonally.
- The start of the weekly Dart League at Unit 10.
- The discontinuation of the Fun in the Sun Program.
- All ongoing groups and activities offered by the Recreation Department continued to maintain maximum numbers.
- The planning and fundraising for a Mexico trip in December 2017.
- The successful coordination of two summer trips to Geneva Park (August 2016).
- Successful co-facilitation of Wacky Wednesday in coordination with the PET program.
- The continuation of the Wood Working group.
- The continued partnership with Heartland Forest.
- BICR continues to foster a successful partnership with the School of Horticulture for the WRAP program.
- The continuation of ongoing contact with residential recreation representatives, and each residential site facilitating one recreation event each month.
- Continued success of seasonal recreation activities that include the Bowl-a-thon, Baseball Tournament and canoeing.
- Brain Injury Services Hamilton (BISH) and Tanguay Place attending our semi- annual Dances.
- Continued input from clients and staff in regards to recreation programming.
- Van Coordinator for two agency vehicles housed at the BICR office.

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RECREATION SERVICES ANNUAL REPORT
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- Provide day-to-day support to co-op students in recreational services from a variety of post-secondary and high schools in the area.

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

DAVE HORTON
RECREATION COORDINATOR

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
PROGRAM MANAGER ANNUAL REPORT
2016-2017

GENERAL OVERVIEW

In June of 2016, this writer was selected for a new Manager position. This position was created due to the growth of the agency, and has the primary responsibility of overseeing the following programs within BICR: Rural Services along Erie Shoreline, Bowden Supported Independent Living Program and Vocational Services.

HIGHLIGHTS

There was a positional change in the Rural Service program in September 2016. The transition went well as the new coordinator adapted to her role. The Bowden staff worked cooperatively to create a supportive environment for the new staff and our rural service participants. The team effort that was displayed during the transition continues to be a focal point of the Bowden/Rural program.

BICR and BIAFE (formerly Head Injury Association of Fort Erie) continue to partner to provide group activities and skill building opportunities to residents of the Fort Erie area. The Rural Coordinator's ability to lead and facilitate groups on Mondays and Tuesdays has generated an excitement that has resulted in an increase in group numbers. Since the increase BIAFE has offered BICR more office time for group activities and functions. The number of participants attending the groups increased to 14 and due to the limited space has been capped at that number. As more opportunities arise at the BIAFE office the Rural Coordinator will facilitate recreational and skill building groups according to the needs of the participants. This will open up service and provide additional opportunities for the people in the Fort Erie area.

Although facilitating groups appears to be the main focus for the Rural Coordinator, she also has a caseload of approximately 16 active participants and a waitlist of 5. This caseload consists of COSS participants that live on the Erie Shoreline. The coordinator assesses the needs of her participants and provides support according to those needs. She has assisted in skill building, money management, housing, addictions support and mental health support.

The Bowden Supported Independent Living program is a partnership with Niagara Regional Housing in Fort Erie. This partnership allows BICR to support 7 participants in an independent setting. BICR's on site office is what makes this program unique, as it provides participants with community support as needed.

During 2016-2017 there was one successful transition out of the Bowden program back into the community. The staff worked diligently to support the participant and provide the guidance and skills to independent living. The Rural Services Coordinator provides this individual with outreach services in the community.

An individual transitioned into the Bowden program with minimal challenges. The new environment for the participant proves to be a beneficial fit for him.

Bowden Staff and the Rural Coordinator share the same office space and find this a great benefit as they develop great relationships with all participants. They support each other as needed and continue to build strong relations.

Vocational services continued to provide support to participants in both competitive employment and supported meaningful volunteer work.

PROGRAM MANAGER ANNUAL REPORT 2016-2017

The Vocational Department went through a change as a new Case Facilitator was assigned. This new staff will start in July 2017 as she is currently off on a leave. The position of Case Facilitator is being filled as a contract position. With the new staff coming into the program during a very busy time communication is vital to a smoother integration.

The Vocational program successfully completed another year of Cemetery Gardening Angels (CGA) as a division of BICR and continued to expand. CGA purchased a new truck for the program in May 2017.

The Vocational staff consists of a Coordinator and a Case Facilitator. CGA employs one part-time rehabilitation counselor during the months of May through October and a total of 10 seasonal employees (May-September) to maintain the grounds.

Although storage was a challenge for the CGA it was addressed by having St. Paul residence offer some storage space. Due to the amount of equipment that is needed for the day to day maintenance of plots, as well as, the seasonal dressings that are needed to decorate the plots, storage is needed for the off season materials. Having access to the St. Paul storage room allows CGA to assemble products as needed.

BICR participants were also employed for the annual Salvation Army Kettle Bell drive through the Vocational program. Although it only runs for the month of December there is much preparation leading up to the Christmas deadline. The Vocational program held information sessions for the applicants. In these sessions job expectations, financial information, and roles and responsibilities were discussed to ensure that the participants had a good understanding of the job.

This writer was part of the ABI Team for the Accreditation that happened in May of 2016 and sits on the Admissions committee, Social committee (Manager Representative) and the Golf committee.

You will also find further details with regards to the Rural Services program, Bowden SIL and the Vocational program as each Coordinator has respectfully submitted their own reports.

**JOE TALARICO
PROGRAM MANAGER**

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
RURAL SERVICES COORDINATOR ANNUAL REPORT
2016-2017

GENERAL OVERVIEW

Rural Services offers supports to individuals residing in the urban areas surrounding the Niagara Region: Fort Erie, Crystal Beach, Ridgeway and Port Colborne. Currently individual assistance is provided to 16 participants on a 1:1 basis and there are 5 individuals on the waitlist.

These supports may include daily activities such as, budgeting, groceries, meal planning, cooking and household chores, as well as, medical and community appointments. Another focus for the Rural Coordinator is to promote participation in meaningful activities within the community. Groups and outings facilitated by BICR's Recreation program and Personal Effectiveness program are also well attended by Rural Services.

Rural Services partners with Brain Injury Association of Fort Erie (BIAFE) to facilitate day programming two days per week (Mondays and Tuesdays) out of the BIAFE office. Attendance has increased at the day program capping both days at 14 participants with a waitlist. Individuals who are looking for a social outlet work together to complete tasks of daily living, and participate in groups of interest and social gatherings. Topics include healthy eating and meal planning, the importance of good hygiene, budgeting and other fundamental living skills. Participants also take part in art groups and excursions to the YMCA.

In addition to BIAFE, the Rural Coordinator partners with several other agencies including: Fort Erie Accessible Transit (FAST), YMCA of Fort Erie, Niagara Regional Housing, Community Care Access Center (CCAC), and St. Elizabeth Health Care.

CHALLENGES

Transportation to the day programs and events can be a challenge due to the number of individuals who would like to attend, and the number of space available in the BICR and BIAFE vehicles, and FAST limitations.

OBJECTIVES

- Utilize the BIAFE facility in addition to what is currently offered.
- Maintain the partnerships that have been put in place and continue to explore opportunities.
- Continue to support participants and their families with the best support and dignity possible through Rural Services.

CHELSEIE YUNGBLUT

RURAL SERVICES COORDINATOR

BOWDEN SUPPORTIVE INDEPENDENT LIVING PROGRAM ANNUAL REPORT 2016-2017

GENERAL OVERVIEW

The Bowden Supported Independent Living program is located at 1A Bowden St. Fort Erie, Ontario and is a Niagara Regional Housing apartment complex. Currently, there are seven participants living independently at Bowden, and each participant has their own apartment within the building. Brain Injury Community Re-entry support staff have office space on-site and are able to provide assistance to the participants based on each of their unique needs. The program focuses on enhancing our participants' quality of life, community involvement, and continual self-improvement. Staff continue to promote independence, provide opportunities for participants to engage in meaningful activities within the community, and work with participants to help them achieve their identified goals.

HIGHLIGHTS

The Bowden SIL program promotes that each participant is a unique adult and is deserving of the utmost respect and dignity. Support offered by staff is flexible, individualized, and reflective of choices, and abilities of the individual participant. Living independently affords the participants choices which may involve some elements of risk. Staff provide information on risk bearing behaviors, and attempt to educate the participants on the potential repercussions of certain lifestyle choices or behaviors.

The program welcomed one new participant, and saw one participant move out of Bowden to live independently within the community during the last year. Staff assisted the new participant during their time of transition by helping them feel safe and comfortable in their new environment. BICR staff also supplied extensive support to the participant who transitioned successfully out of the Bowden program.

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

Participants regularly attend programming offered by the agency's Rural Coordinator at BIAFE and often make use of the facilities at the local YMCA and independently book and use Fort Erie Specialized Transit (FAST) when needed.

CHALLENGES

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

OBJECTIVES

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

- Utilize the BIAFE facility after hours to run BICR hosted events.
- Continue to explore other resources within the Fort Erie community that our participants will benefit from.

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- Maintain and foster current partnerships and establish new ones within the community.
- Continue to work with Niagara Regional Housing to reach our target of utilizing eight units within the building, and secure a common room to facilitate daily social gathering amongst our Bowden participant population.
- Continue to provide exemplary support to individuals, and their families within the Niagara Region living with the effects of an acquired brain injury.

JEFF SPELIER

TEAM COORDINATOR BOWDEN SIL

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
VOCATIONAL SERVICES ANNUAL REPORT
2016-2017

GENERAL OVERVIEW

The Vocational Department consists of one Coordinator and one full-time Case Facilitator. The Program assists participants with obtaining and maintaining part-time or full-time employment, finding meaningful volunteer experiences and/or assists with return to school programs.

The Vocational Department's main focus is on creating individualized support plans by developing opportunities that build skills, enhance motivation and engages in real employment situations. Participants have the option to choose or identify their own needs and tailor their vocational goals by choosing from a multitude of vocational activities. We offer educational workshops, provide hands on learning opportunities and utilize volunteer opportunities as capacity assessment tools.

HIGHLIGHTS

Cemetery Gardening Angels continues to be a great assessment tool for our participants who are seeking seasonal or part-time employment. It allows our participants the opportunity to enter back into the work force in a supportive environment which provides hands on learning opportunities with the ability to assess and evaluate different work skills for future positions.

We have partnered with the Salvation Army for the past five years. Each year the Salvation Army increases the number of our participants they hire to man the kettle bells that they have throughout St Catharines and Niagara Falls. This is a great achievement and is a result of hard work and outstanding work ethics.

Since 2003, the Vocational Department has continued to be involved in the Niagara Region's Adopt-a-Road Program which was established as a public service program for volunteers to pick up litter along a designated road three times per year. On those designated times the Vocational Department encouraged new participants to attend the activity which allows for an additional assessment tool prior to obtaining placements.

STATISTICS

The following statistical information provides an overview of the positions held by our participants during the fiscal year:

- Active participants fluctuated between 25-33
- The waitlist ranged between 3-5
- Jobs secured in competitive employment ranged from 1-5
- Jobs secured in seasonal employment ranged from 10-13
- Positions secured in volunteer sectors ranged from 4-9
- Assistance with return to school ranged from 1-4
- Participants needing assistance with job searching ranged from 6-8

CHALLENGES

As in previous years, public transportation continued to be the biggest obstacle for our participants. The majority of our participants do not retain their driver's license post injury; therefore they rely greatly on the local transit system. As a result, locating a suitable placement is limited to a smaller geographical area.

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Educating employers about the effects of an acquired brain injury and the compensatory strategies needed to have a successful placement continued to be a challenge. Securing positions with employers that are open to ideas and strategies creates a positive and successful placement. Overall, everyone benefits when an employer understands and is willing to implement different strategies for a participant, resulting in successful placements.

Due to the wide range of employment and volunteer positions, staff need to ensure that the participants receive health and safety training and are knowledgeable with the use of protective devices, equipment and clothing. Education is provided to participants to ensure they know their rights and responsibilities as an employee.

The Vocational Department had a great fiscal year and looks forward to another successful year.

TINA HORTON
VOCATIONAL COORDINATOR

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
COMMUNITY OUTREACH SUPPORT SERVICES ANNUAL REPORT
2016-2017

The COSS program, in the last year, has continued to provide a valuable and necessary service to adults with acquired brain injury living in the Niagara Region. COSS currently supports approximately 135 individuals, many with a variety of complex needs, in a variety of locations including: family homes, participant homes, hospitals, long term care facilities, mental health lodging homes and motels throughout the region. The support offered to these individuals varies according to what they need to maintain their health, safety and participation in the community. Providing assistance with housing, financial help, medical appointments, meals, memory, relationships, transportation etc. allows people to stay in the community and maximize their level of independence.

The COSS Team consists of 11 full time Case Facilitators, one part-time Case Facilitator/Rehabilitation Counsellor, one full-time Case Facilitator/Team Coordinator/Case Coordinator, one full-time Rehabilitation Counsellor, three part-time Rehabilitation Counsellors and five relief Rehabilitation Counsellors. In this past year the team has experienced a variety of changes and focused on a number of areas for program improvement. The following is an outline of the activities of the COSS program:

1. **Service Plan Revision** – In June 2016 the COSS Team engaged in a day long retreat at NTEC in Port Robinson. Among other items, the team discussed ways that the current Individual Service Plan (ISP) Report format could be revised to allow for more efficient meaningful and measurable goal development. Specifically, the team agreed to the addition of a SMART goal statement to assist with measuring participant progress. In conjunction with the SMART goal addition, Dr. Cudmore lead a discussion on the Goal Attainment Scale (GAS) and the team provided input in the revision of this process. Further revision to the ISP included a simplified description section of the procedures that will allow for goal achievement. Kelly Stack, Case Facilitator, provided support and input into the development of these documents and piloted their use prior to program wide implementation. Throughout this process the team was involved in and updated on the document's development. In September 2016 the New ISP format was implemented with the COSS Team. To date the team has been using the new format and report that it has been a helpful revision for them.
2. **Office Re-location and Mobile Work** – In December 2016 the BICR main office was re-located to our current location on Schmon Parkway. The COSS Team worked diligently to pack and prepare for this move during the month of December. At the same time as the physical move occurred, the COSS team was also changing the style of their work by moving from a Head Office centric format to a community centric format, staff often do not come into the office and therefore have had to rely more on their laptop connections at home and their cell phones to communicate, especially in situations where they are playing phone tag with a community partner and need to make contact immediately. These changes have required staff to change their routines but for the most part they are reporting that the adjustment is going well. In an effort to support staff in the change in working model, the management team, especially the technical support team and our CEO have been active in discussions and open to listening to how the transition is going and what the staff need to make it easier. There is a standing item on our monthly staff meeting agenda called "Mobility". In an effort to respond to the staff's need for more team contact, an additional team meeting each month has been scheduled. This meeting will be a breakfast meeting in our programming area. It will be an informally run meeting with a loose agenda that the staff will manage. The purpose of the meeting is to allow for the connection and communication around work place and clinical problem solving issues that used to happen each morning when they came together at head office. This time will also act as a team building activity as staff will be able to maintain their personal connections with each other. We will continue to

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COMMUNITY OUTREACH SUPPORT SERVICES ANNUAL REPORT
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monitor and support staff around this transition to mobility. Overall it has been a successful transition that has resulted in an approximate 48% reduction in non-participant transportation expense in the first month.

3. **Team Meeting Re-organization** – Another area that our Rehabilitation Counsellor staff identified as an opportunity for improvement was around ISP program team communication and planning. In 2016, in order to address this issue, the General Staff Meeting that used to take place every two months with all staff present, was revised to a Program Review Meeting. At this meeting, the agenda was adjusted to include not only important administrative information that Rehabilitation Counsellor staff needed to be reminded of, but also, the bulk of the meeting was to focus on clinical programming discussion. This change was implemented toward the end of 2016 and has resulted in a meeting where the Rehabilitation Counsellor staff have more influence on the discussion. Prior to the meeting, the manager sends out an email reminder to the Rehabilitation Counsellor and Case Facilitator staff asking if there are participants that they would like to discuss at the meeting. Suggestions are passed on to the Case Facilitators and they come prepared to provide an overview of the participant and his/her history and listen to suggestions from the Rehabilitation Counsellor staff. This is proving to be an effective way to increase dialogue and discussion about participants, provide education and training on participants needs, and ultimately improve service to participants. As a result of having two of these meetings to date, a Training Script has been developed to assist with the care of one participant and clarifications have occurred as to why or why not we are focusing on something with a participant. For example, at our last meeting it was discovered in our discussion about a participant that he is very particular about the route he likes staff to take to his volunteer placement. Most staff allowed him to direct the route. One staff felt that it was important that he exercise mental flexibility and therefore would purposely take him on a different route from the others. When this strategy was discussed with the Case Facilitator, it was decided that given this participant's unique cognitive profile and the fact that he was aging, there was no teaching opportunity associated with promoting the mental flexibility program. Therefore, after this discussion, the idea was dropped and everyone agreed to take him on his preferred route so as not to irritate him.
4. **Horticulture Program** – The Horticulture Program has been in operation for many years and is a wonderful partnership with NTEC. Under the leadership of Linda Gosling and other COSS and residential staff, the "Hort" program provides an opportunity for participants to grow and maintain the grounds at NTEC in Port Robinson.
5. **WRAP** – WRAP is a program that several of the COSS Case Facilitators and their participants engage in on Mondays and Fridays. Organized and operated by Dave Horton, the WRAP program is another great opportunity for COSS participants to engage in a work like environment and contribute to the operation of a fully functional green house facility and botanical gardens.
6. **Partnerships/Complex Cases** – In the last year, COSS has provided support to several individuals who have required a number of community partners to assist in their stabilization and housing. Two of those participants were admitted to hospital due to their cognitive and psychiatric presentations. These two people required a team of people from hospital, community mental health and housing to assist them in their discharge from hospital. The COSS program was active with these cases throughout their admissions and assisted with the identification and transition of these people to supported living places in Niagara Falls and St. Catharines. As a result of these cases we have been able to strengthen our partnerships with the St. Catharines Hospital 1A Psychiatric clinical team. We have developed a positive working relationship with the Bellevue Residence staff in St. Catharines and the Palmer

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Residence in Niagara Falls. In addition to the two complex cases that we assisted with placement, our Long Term Care Case Facilitator, Jen Kiers, supported a person who was transitioned from hospital to the St. Catharines Extendicare Long Term Care Facility to the Bellevue Residence as part of this person's service plan goal. Finally, COSS has continued to support a long time participant who is undergoing rehabilitation at Shaver hospital. We anticipate we will be instrumental in his discharge planning and community support plan in the near future as the staff prepare to discharge him after six months of hospitalization.

7. Christmas Party – The COSS Christmas party was an amazing success again this past year thanks to the dedication of all the staff who helped to make it happen. We had over 120 people participate. They enjoyed great food, a sing-a-long and some prizes. A good time was had by all!

Overall, the COSS program had a great year in 2016-2017. The team appears to be healthy with a positive morale and feedback through Food for Thought sessions with the CEO appears to confirm this. As the manager of this program, I can honestly say that the last year and a half working with this team has been an enriching experience for me and one that I am immensely grateful for!

P.S. Unfortunately in this last year, the COSS team and all of BICR lost a long-time, dedicated manager and friend. Linda Rapley finished her mission here on earth and has gone on to bigger and better things. She has been missed by all who knew her. During the period after her passing, the management team provided COSS staff with opportunities for support as needed.

SCOTT FARRAWAY
COSS PROGRAM MANAGER

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
LONG TERM CASE MANAGEMENT ANNUAL REPORT
2016-2017

GENERAL OVERVIEW

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

STATISTICAL INFORMATION APRIL 2016-MARCH 2017

| CASELOAD APRIL 2016 | ADMISSIONS | DISCHARGES / FILE CLOSURES | TRANSFERS | CASELOAD MARCH 2017 | WAITLIST MARCH 2016 |
|--------------------------------|---------------------|---------------------------------------|------------------|--------------------------------|--------------------------------|
| 31 participants | 1 | 4 | 0 | 28 | 3 |
| | Readmission LTCF | | | | |

The above statistical information provides an overview of the Long-term Case Facilitators caseload from April 2016 to March 2017. This writer started the fiscal year with 31 participants and ended with 28 participants; there were three participants awaiting service.

REFERRALS/ADMISSIONS

Two referrals were received from Intake, one of which was a re-admission and the other was deemed more appropriate for another service.

AREAS OF SUPPORT

Writer assisted individuals to address their immediate concerns such as obtaining housing, problem solving, conflict resolution, comprehension of correspondence and form completion, connecting with internal services such as Vocational Services, Recreation Services and Social Work and external service providers such as CCAC, Red Cross Care Partners, Landlord and Tenant Board, Community Legal Services, etc. The Long-term Case Facilitator provided updates to family members at the participant's request. In addition, support was provided to participants in crisis situations; a crisis is defined as any significant internal or external environmental change that overwhelms the participant and exceeds their ability to cope (26 crises were tracked during the aforementioned year).

TRANSFERS

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

DISCHARGES

Four participants were discharged from April 2016 to March 2017. One participant moved out of the catchment area and the other three were doing well with the supports they had in place.

SPECIAL PROJECTS

- Participation in the Emergency Response Outbreak Committee (EROC) continued through the 2016-2017 fiscal year.
- The Transition/Discharge Survey were completed with participants who were being transferred/discharged from Comprehensive and Modular Services. Thirty-three surveys were completed by the end of the fiscal year.

DONNA RIX
LONG TERM CASE FACILITATOR

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
PERSONAL EFFECTIVENESS TRAINING ANNUAL REPORT
2016-2017

The Personal Effectiveness Training Program (PET) continues to offer a comprehensive five day per week day program in partnership with the March of Dimes (MOD). Our objective is to foster growth and development in the key components of Community and Life Skills Training, Physical Exercise, Leisure Development and Supported Community Placements. PET also offers short-term day programs located at 261 Martindale Road, Unit 10 for the greater BICR participant population.

Skills training and education are offered into daily groups, individual sessions and short-term group initiatives. During this report period PET incorporated the Healthy Living program by the Active Living Coalition for Older Adults into the curriculum. The program is interactive and educational with a goal setting component. In addition to this, life skills remains an ongoing educational component of the program.

Physical Education is incorporated at PET through ongoing weekly groups in addition to short-term and long-term group initiatives. PET continues to utilize the YMCA of Niagara and the Kiwanis Aquatic Centre to incorporate physical fitness into a weekly routine. Individuals who attend this component of the program are offered individual support to achieve their fitness goals. During this report period Tai Chi was offered on a weekly basis for six out of 12 months. Tai Chi is provided in partnership with the Experience Physical Activity program and through funding from our partner, March of Dimes.

PET continues to offer a wide variety of leisure development classes and groups suited to the interests of the participants. Art Stucco is offered on an ongoing basis during this report period. The group is well attended and runs on Friday afternoons. Other leisure development groups that PET has offered throughout this reporting period have been: Drumming, music trivia, karaoke, drama, crafts, Phil, Rick and friends, and pet therapy.

Community Skill Development provides opportunities for participants to develop skills in the areas of communication, money management and social interactions while being supported in the community. During this reporting period, PET has attended a number of community events/outings both in the Niagara Region and outside the Niagara Region. These included: Elvis concert, BIAN picnic, Heartland Forest Active Adults program and frog fest community lunch outings, butterfly conservatory, Niagara College's Communication Centre, BICR Baseball tournament, fishing, Balls falls nature exhibits. Also Performing Arts Centre performances such as The Lightening Thief, The Nutcracker, and I Am dance crew, picnics and outdoor outings to the port Dalhousie beach, local apple orchards to pick apples, March of Dimes volunteer appreciation, music trivia events, and bowling.

Supported community placements are offered to participants on a rotational basis at Community Care St. Catharines and the Lincoln County Humane Society. These placements are offered to participants interested in volunteering their time to a community organization.

- The PET program contracts the services of a music therapist to provide music therapy one hour per week. This particular component of the PET program remains open for any BICR Niagara participant. Currently an average of 12 participants are involved with this component of the program.
- During this report period PET assisted the BIAN clubhouse with two hours of direct service on Tuesdays during member meetings and a member-run lunch.

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PERSONAL EFFECTIVENESS TRAINING ANNUAL REPORT
2016-2017

- During this report period PET joined the Women's group to offer a Women's one day retreat. The purpose of this day was to offer an empowering, educational experience to our female population. Guest speakers presented on the topics of nutrition, health, dental hygiene, skincare and aromatherapy. Participants were also provided an afternoon spa day including hair, makeup, skincare and nail art. In the evening the women were invited to Café Amore for dinner. All the women that attended were given a take home gift bag, healthy treats and a complementary lunch. A total of 22 women attended this event.
- PET continues to host a Holiday Craft Sale and Luncheon. PET participants make a number of craft items during the year. These items are sold and the monies are used to offset the cost of outings and programs offered throughout the year. PET celebrated the holiday season by hosting an annual holiday celebration which was held at Bethany Community Church. A total of 21 participants attended the event. Some brought their family members and enjoyed a catered lunch.
- Take Home Meals was offered monthly during this report period. The purpose of this initiative is to provide safe food handling skills and healthy food options. All meals are suited to the participants needs and most are 'crock pot meals' designed to increase independence for individuals with memory impairments allowing them to prepare and cook their own meals. There are 4-5 individuals invited to attend every session.

STATISTICS

The number of participants attending PET has fluctuated between 23 and 27 during this reporting period. Total participant numbers includes 11-12 MOD participants and between 12-15 BICR Niagara participants. In addition, an average of 12 participants attend the long term music therapy program.

Participant numbers vary from day to day, for example on Mondays five participants attend, Tuesdays seven participants attend, Wednesdays nine participants attend, Thursdays eight participants attend, and Fridays nine participants attend PET. PET offers programming to participants who wish to join programming on a short term basis as well. These numbers are included in the Recreational department statistics.

Attendance varies for each person from a half day to five days per week. The average MOD participant attends PET two days per week. The average BICR participant attends the program one and a half days per week.

TRENDS & OPPORTUNITIES

Short term group initiatives continue to serve BICR participants with opportunities to engage in programming. PET continues to offer traditional day programming services alongside short term groups. This services the needs of participants interested in long and short term programming.

PET will be offering a new program in partnership with the Engaging Possibilities program within the 2017-2018 fiscal year. This program will focus on engaging non-verbal participants through dramatic arts.

GILLIAN PAGNOTTA
PET COORDINATOR

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
RESIDENTIAL SERVICES ANNUAL REPORT
2016-2017

GENERAL OVERVIEW

This report covers the period from April 1, 2016 to March 31, 2017. Residential Services is comprised of the Richardson Court, Promenade Richelieu and Parkdale residential sites inclusive of the Transitional Training Facility located in the basement of the Parkdale residence.

RESIDENTIAL SERVICES

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

In July 2016, there was an organizational strategy that involved staff rotations within Residential Services. A total of four frontline staff were reassigned including a switch in location for both residential Managers. Staff worked through the changes and in the end both teams strengthened their vision and support. Although both Managers share an office space at 3340 Schmon Parkway, the Manager of Promenade Richelieu now has an office on site and utilizes the residence as her primary office space.

The participant compliment at the Richardson Court residence changed within this fiscal year as one participant moved into the Buckley program mid-February 2017. This transition created a vacancy within residential services.

A sprinkler system was installed at Richardson Court to meet the Ontario Fire Code legislation. The installation work was completed in February 2017, however plans are under way to address landscaping and interior painting that remains outstanding.

Parkdale residence was given a new makeover with an updated kitchen renovation. The new cupboards, countertops and flooring were installed in August 2016. The new renovation makes the space much more modern and the participants and staff love their new kitchen.

Services for all the residential participants were achieved through the dedicated efforts of a supportive team comprised of two Program Managers, two Team Coordinators, six Case Facilitators, 55 Rehabilitation Counselors, and students from various local schools. Staff continue to collaborate with Dr. Linda Cudmore to discuss those participants with more complex needs. The highly skilled team supports participants in all aspects of their life including activities of daily living, behavioural management, and establishing consistent routines to increase productive activities with frequent community involvement. The residential program continues to embrace participant changes relating to aspects of aging and health support. There continues to be coordination with Community Care Assess Centre for occupational services, physical therapy support and for the facilitation of transitions and referrals to Long Term Care Facilities.

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The residential team is committed to the agency's strategic directions with a focus on creating an overall culture of safety. Recently the sites were introduced to a new system of packaging medications for participants designed to reduce medication administration errors. Residential Services has partnered with Pharmasave and we are exploring the possibility of moving towards an electronic medication administration record (EMAR).

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

CHRISTINE WILLIAMS,
PROGRAM MANAGER

MARGO VAN HONSBERGER
PROGRAM MANAGER

BUCKLEY TOWERS ANNUAL REPORT 2016-2017

GENERAL OVERVIEW

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

Buckley operates 7 days a week from Monday to Friday 8:00 am – 9:00 pm, Saturdays 9:00 am – 9:00 pm, and on Sundays from 11:00 am – 7:00 pm. Two full-time staff are working the daytime hours during the week and a total of two part-time staff and three relief staff augment these hours by primarily working evening and weekend shifts.

The ongoing partnership between Buckley Towers program and Niagara Regional Housing strengthens the program and gives opportunities for participants to access subsidized housing. All rental costs for participants continue to be geared to income and participants can apply for an internal transfer within NRH to assist with rental costs once they transition out of the program. Several participants in the program are also accessing March of Dimes (who have staff onsite) for overnight wellness checks, medication administration, and completion of showering routines.

HIGHLIGHTS

- Six participants are currently involved in the Buckley program. There will be a pending vacancy (as of April 15, 2017) in the program given that one participant is in the midst of moving out.
- There were four transitions within the Buckley program that took place within this fiscal year. Two participants transitioned out of the program creating two vacancies that were filled.
- One of the vacancies was created because of a participant transitioning into the St. Paul Residence in July 2016. The vacancy was offered to a participant who was receiving Case Management supports. Niagara Regional Housing went to great lengths to improve the accessibility of the apartment unit given that this participant uses a wheelchair.
- The other vacancy was created when a participant was returning to live with his mother who was having concerns with the participant's lack of ability to remain committed to his programming. This participant is currently on the waitlist for Rural Services.
- More recently, a participant received confirmation for an internal transfer within Niagara Regional Housing and was able to secure a moving date for the end of March 2017. The apartment unit will be given back to NRH until an appropriate person on the waitlist has been identified.
- One residential participant moved into the program effective February 2017. This was an incredible opportunity for this participant, family members and for the residential staff all who worked so hard to promote independence.
- Several participants continue to participate in workouts at the YMCA-Niagara Falls Branch. The ongoing partnership between BIAN and the YMCA makes it possible for participants to have a low membership cost.

BUCKLEY TOWERS ANNUAL REPORT 2016-2017

- The Niagara Region offers a Wellness and Healthy Living Program for all tenants at Buckley. This Wellness program gives our participants an opportunity to participate in coffee hour, breakfast club, foot care, holiday festivities, and movie nights.
- Within this fiscal year, the Buckley participants have been actively involved in BICR recreational programming (including Men's group, WRAP, bowling, Tai Chi, Wacky Wednesday, PET, dances and other scheduled events featured in the L&L Guide).
- The Wednesday evening dinner event at Buckley continues to strengthen, as participants look forward to having a meal and the opportunity to socialize with one another. This dinner activity has subsequently led to the participants developing friendships which have extended well beyond the structure that was planned by staff.

MARGO VAN HONSBERGER
PROGRAM MANAGER

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Over the past year, Psychology Services has continued to have one full-time Psychologist, who also serves as BICR's Clinical Director. The Psychologist reports to the Chief Executive Officer and the Board of Directors. Clinical services provided by Psychology includes: assessment (e.g., neuropsychological, psychological, behavioral), treatment (e.g., counselling and psychotherapy) and consultation (to BICR and other external community-based rehabilitation providers). The Psychologist is available to complete forms that assist Participants in accessing government- funded or regional resources (e.g. ODSP, Niagara Specialized Transit, BIAN YMCA memberships) and auto insurance funding for medical rehabilitation. Clinical services to Participants of BICR totaled approximately 60 percent of the Psychologist's weekly hours, including both direct and indirect services to Participants or family members/support persons of Participants. The Psychologist also spends time involved in administrative duties and training/educational opportunities.

During the 2016-2017 year, psychological services have been provided to 57 unique Participants. There were 27 new referrals and 7 file closures. On average, 39 Participants were active at any one time, with about 27 unique Participants being seen each month. Participant waiting time for service has generally been about 9 weeks. The large majority of recipients of psychological services come from Ministry of Health-funded Participants who are referred from Intake/Case Management, COSS, Residential and Modular Services. There are currently four Participants receiving fee-for-service treatment from the Psychologist.

The Psychologist is involved with the Management team (e.g., meetings and management planning days), the Behavioral Review Committee, and the Admissions Committee. Regular monthly meetings have occurred between the Psychologist and the agency Social Worker in order to ensure that clinical services are meeting the needs of Participants that are referred, along with reviewing opportunities for providing support to BICR staff and general professional issues.

In terms of Clinical Quality Assurance, the Psychologist has undertaken an update of the Goal Attainment Scale (GAS), a measure that the agency uses to assess the impact of intervention services provided. The GAS assists both Participants and their support staff to set individual goals and track progress toward meeting their goals. A new user-friendly GAS form has been developed that staff can access online. The Psychologist will complete staff training through spring 2017 for use of this updated measure.

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

SOCIAL WORKER ANNUAL REPORT 2016-2017

GENERAL OVERVIEW

In May 2016, Social Work Services underwent a change as the previous Social Worker resigned from the agency. The current Social Worker began providing clinical services at the end of May 2016. The social work program as well as the participants adapted positively to the change in staff allowing for a smooth transition from one Social Worker to the next. I look forward to contributing to the development and growth of the social work program and the many new opportunities the future with BICR has to offer.

Over the past year the Social Work department has been very busy servicing an average of 45 participants and family members per month. The requests for service have been primarily for individual counseling and family education. Twenty five new participants were added to the caseload and 23 participants were discharged.

At this time the social work program provides counseling for participants and their family members mostly at the main office and throughout the different communities in the Niagara Region when participants have no way of coming to the main office. During the year there have been a variety of issues that have been predominant for the social work program. Some of the issues include building and maintaining healthy relationships as well as couples counseling, mental health and addiction issues, acquired brain injury education, learning to cope with change and anger management.

The Social Work department also provides informal opportunities for staff to discuss participant issues or concerns as required and works closely with other staff members in order to best serve the needs of the participants. The Social Worker also sits on Admissions and Wellness Committees.

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

**SNEZANA JEVTIC
SOCIAL WORKER**

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Last year was an extremely busy but exciting time for the agency, this writer and the administration support team. A few of the major projects are highlighted below:

ACCREDITATION COORDINATOR – Prior to the actual Accreditation Canada survey visit on May 1-4, 2016, staff teams devoted many resources and energy to preparing for accreditation. After participating in the on-site survey, BICR was once again awarded **Accreditation with Exemplary Standing**. On the summary provided to BICR by Accreditation Canada, it was noted: *Brain Injury Community Re-entry (Niagara) Inc. has gone beyond the requirements of the Qmentum accreditation program and demonstrates excellence in quality improvement. It (BICR) is accredited until May 2020.*

MAIN OFFICE MOVE – After over 20 years at its Martindale Road location in St. Catharines, BICR's main office moved to Schmon Parkway in Thorold. This enormous undertaking, including substantial renovation of the new site to suit the agency's needs, move preparations such as furniture and office allocation, technology and systems reconfiguration, preparing the PET and Vocational offices to remain at unit 10, security and locks, packing and two moving days was coordinated and planned in mere months and involved the entire administration staff team. Now moved in, the agency continues to evolve at its new location. Schmon Parkway is centrally located within the Niagara region, and the new office offers ample parking space and easy access. BICR welcomes all staff, participants, and families to visit at any time.

BUILDING – This writer liaised with the architect and construction firm to implement the required Fire Code upgrades at Richardson Court and Fire Code/Retrofit changes at St. Paul Avenue.

By the beginning of the fiscal year, building renovations had begun at St. Paul Avenue, a new partnership venture with the Canadian Mental Health Association. In order to comply with the new Ontario Fire Code requirements that protect vulnerable residents in a Supportive Housing program, the St. Paul Avenue location required numerous retrofits. BICR was pleased to be able to begin delivering services at this new location in July.

Similar renovations were implemented at Richardson Court residence throughout the year to make this site Fire Code compliant. At this time, minor landscaping and painting remain to be completed which will be addressed in the spring 2017.

STRATEGIC INFORMATION SYSTEMS PLANNING (SISP)

VOICEMAIL & TELEPHONES: In 2014, BICR was informed by Bell Canada that support for its Nortel telephone and voicemail system will be discontinued by the manufacturer. In response, BICR purchased a new Bell Avaya telephone and voicemail system which was installed in June 2016. The impact to staff was substantial as staff were required to learn and transition to a new system which looks and operates much differently from the old system.

BICRSHARE: In October, access profiles were created to enable Rehabilitation Counsellors to access BICRshare, the agency's secure records management system. Now, all front line staff have the ability to view the electronic records of the participants they support.

MOBILE SYSTEMS: In the fall, the agency supported Case Facilitators in the COSS program to become mobile. Using

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assigned laptops, Case Facilitators now have the ability to access BICR information and systems while working from anywhere in the community. A Program Room with open work stations and docking capabilities were incorporated into the new office space at Schmon Parkway to enable COSS staff to also work from the office as needed.

INTERNET: At Martindale Road, the agency used Cogeco high speed internet services however was unable to continue with Cogeco at its new Schmon Parkway location. Cogeco services were not available within the new Schmon building and unfortunately the cost associated with installing these services was prohibitive. After exploring options with other internet providers, it was decided to move ahead with Bell Fiber. As there was a slight delay from Bell to install the Fiber, BICR operated with lower internet speeds from Bell until a 20 MBPS Dedicated Business Internet service was installed in February 2017. With more staff working from remote sites, this product offers the agency stability as it guarantees that internet service will operate 99.9% of the time.

EQUIPMENT: In April 2016, two new Xerox copiers (Colour WorkCentre 7970 and Black & White Xerox 5330) were installed at the main office. Expensive but important administration resources, these machines replaced old troublesome systems.

In March 2017, the agency purchased a 58" smart TV for its Boardroom. Replacing the need for an LCD projector in this room, the new TV will enhance presentations, training and meetings.

Three new computers were purchased during the year. At year end BICR had an inventory of 74 computer systems. In review, out of the 74 systems: 26 are 0-4 years old, 38 are between 5-7 years old and 10 are between 8-10 years old. The agency continues to steadily replace other aging equipment and in this year also replaced several printers, monitors, keyboards and routers.

CLINICAL CONNECT: Funded by eHealth Ontario, this secure, web-based software portal provides health service providers such as BICR with access to participants' electronic medical information. In 2016, BICR completed a Privacy Pre-Assessment which is the first step in the process to becoming a participating organization.

OTHER HIGHLIGHTS:

As Personal Information Officer, this writer attended the 2016 PHIPA Connections Summit. Session topics included PHIPA legislation, Security Program Building and looking at latest trends in health privacy topics. As well, facilitating Documentation Orientation training to new staff and Refresher training to existing staff was completed throughout the year.

- Administration staff assisted at the agency's Community Open Space Strategic Planning day held in October. Then, in February staff had the opportunity to participate in the Staff Open Space forum.
- BICR's annual Golf Tournament was partnered this year with Youngs Insurance Brokers, raising approximately \$23,000. The annual Bowling fundraiser raised \$2,800.
- Congratulations to Jayme Richardson, Administrative Assistant, who celebrated five years of service at BICR and was recognized at the agency's Annual General Meeting.

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Many thanks to all administration support staff, whose contributions each day are numerous, and for their ongoing commitment to participants and staff.

OBJECTIVES

- Plan for the retirement of an Administration Staff.
- Develop manual for key roles and tasks within the department, including self.
- Implement ClinicalConnect project.
- Implement SISP initiatives including:
 - Design and testing of an electronic Scheduling Form.
 - Update and replace the 2014-2017 SISP plan to align with Strategic Directions and forecast technology priorities for the 2017-2020 timeframe.
 - Continue to target replacement of computer systems in the 8-10 year old range.

HEATHER OLSZEWSKI
PROJECT MANAGER

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During the 2016-2017 fiscal year, Human Resources continued to demonstrate their commitment to working strategically with the agency's decision makers to advance the overall mission and strategic objectives of BICR. We strived to provide leadership and guidance through human resource programs and services including recruitment and staffing, employee relations, organizational and employee development, risk managements, compensation and benefits and legal compliance.

The following are highlights from the year:

FOOD FOR THOUGHT LUNCHEONS

Since 2005, the agency has invited staff from various departments to participate in Food For Thought luncheons, with different members of the Management Team. These monthly group discussions provide us with valuable information about the agency's strengths, challenges and areas of opportunity. The insights offered by staff this past fiscal year at these luncheons focused on employee morale, needed resources, staff/management support, workplace safety, best practices, staff training and methods for providing feedback.

As in the past, the feedback from staff this year centered around appreciation for different training opportunities, flex scheduling, health and safety practices, existing feedback forums including the open-door policy, and how rewarding it is having the opportunity to make a difference in the lives of our Participants. In the same respect, the constructive feedback we received concentrated on pros and cons of the COSS department becoming more mobile, challenges associated with our aging participants, and adapting to changes in programming, staffing, management and the move of the main office.

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

HEALTH, SAFETY AND WELLNESS

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

Throughout the fiscal year, the JHSC focused on different health and safety initiatives, such as promoting the annual influenza vaccination, recognizing the annual NAOSH (National Occupational Safety & Health) week and National Day of Mourning, conducting monthly hand hygiene audits at each location, and including articles in the Internal Digest on timely safety and wellness topics.

Likewise, the JHSC continues to review and examine all employee incidents, accidents, and hazards/near misses (IAHs) for trends and prevention. In 2016, there were a total of (43) IAHs, with (11) of these receiving some form of health care (i.e. First Aid). Moreover, (8) claims were filed with WSIB, with a total of (17) lost time days. These numbers continue to be well below the average for our industry.

Of additional significance this past year, was receiving renewed approval from the Ministry of Labour for the JHSC to continue operating as a multi-site committee. This opportunity has resulted in a stronger working relationship, between

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staff and management across multiple locations, focused on safety prevention.

DISABILITY MANAGEMENT

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

This past fiscal year we successfully assisted over a dozen employees with job accommodations/restrictions resulting from a non-occupational injury or illness that has prevented them from completing their full duties. Such accommodations have included a temporary modified or reduced work schedule, modified or reduced work load/duties, relocation to a different program or job site, and ergonomic changes to work sites/stations.

EMPLOYEE REWARDS, RECOGNITION AND COMPENSATION

Acknowledging and rewarding staff contributions is very important to BICR. As such, realizing that recognition is not a 'one size fits all' approach, we strive to create a rewards, recognition and compensation program that appeals to the different generations of staff at BICR, while being mindful of our monetary constraints.

An example that demonstrates this approach is seen by the fact that the agency once again was able to provide the social and wellness committee with a generous budget that funded many staff events including Staff Appreciation Party, Staff & Family Picnic, Children's Christmas Party, Staff Holiday Dinner and various draws for gift cards and baskets. Furthermore, the agency continued the practice of handing out Service Awards at the AGM, recognizing Administrative Professionals Day, recognizing staff birthdays, birth announcements by sending flowers, monthly food for thought luncheons, providing refreshments/lunches at internal training, and providing each manager a budget for a departmental luncheon during the holiday season.

SUMMARY

Moving forward, the HR department will continue to stay in tune with the agency's needs and goals while ensuring employees' rights and needs are met. By balancing the administrative functions of the department with strategic objectives, HR will continue playing a vital role in accomplishing the vision of the agency. To ensure organizational effectiveness, as a strategic partner HR is committed to the following:

- We will continue assisting the agency in obtaining the right number and types of employees to fulfill its strategic and operational goals, including hiring individuals that thrive in our culture.
- We will continue providing an environment of continuous learning, collaboration and an environment that encourages staff to develop and utilize their skills to the full.

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- We will create/maintain methods of engaging and recognizing our staff.
- We will help to maintain a harmonious relationship between staff and management.
- We will ensure the agency remains compliant with a provincial/federal laws affecting the workplace (i.e. human rights, employee standards, occupational health & safety).
- We will continue striving for a culture that is characterized by optimal health, safety and wellness practices.

ERICA LAPLANTE
HUMAN RESOURCES MANAGER

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

The recruitment function continues to be an active HR function, and this past fiscal year was no exception. Many of the opportunities for growth and internal mobility were created as a result of the agency's new St. Paul Transitional Rehabilitation Program. The agency also saw a significant amount of leaves and resignations which resulted in permanent and temporary opportunities within the agency. Many of the full-time opportunities have been filled internally, which has created other permanent opportunities and staffing changes within the Agency.

BICR was fortunate to again receive funding for two (2) summer students through Canada Summer Student Jobs in the Recreation Department and Residential Services.

| CHANGES | NUMBERS |
|-----------------------------------|--|
| New Hires (External) - 21 | 15 (relief status positions) 3 (full time status positions) 3 (contract positions) |
| Departures - 16 | 16 Resignations |
| Internal Movement/Promotions - 31 | 8 (position promotions) 4 (permanent full time positions) 6 (permanent part time positions) 4 (full time temporary contracts) 11 (lateral transfers) |

The HR department continues to actively highlight the importance of taking advantage of continuous education and training opportunities that are provided internally or made available externally, to ensure staff remain current with leading trends in ABI, and are motivated to meet professional goals which in turn, accomplish organizational objectives.

Training presented by external facilitators that the agency arranged for staff in house during the year included: Mental Health First Aid training, suicide prevention training, food handling certification, and a workshop presented by Community Legal Education Ontario (CLEO) which focused on helping participants find appropriate legal advice. The agency was also proud to send over 15 Managers and Team Coordinators to a half day Sherry Campbell Group workshop entitled Managing Mental Health in the Workplace. Likewise, BICR was able to send several staff from across the agency to the annual ABI Conferences (in Niagara Falls and Hamilton) and to the OBIA courses offered at Brock University, which have provided staff with current information, techniques, strategies and interventions that will equip them to better support the participants.

To support staff wellness, HR also arranged for a variety of information in-services facilitated by external partners on such topics as: Safe Winter Driving, Financial Planning, Health School Lunches & Snacks, Managing Your Time and Energy at Work, and an overview of our EFAP services through Homewood.

Finally, the HR department was pleased to host/recognize different agency initiatives this past year for staff and volunteers, including the annual Volunteer Appreciation event, the annual Facilitator's Luncheon, Take Your Kids to

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Work Day, National Day of Mourning, Bell Talks Day, Mental Health Week and Random Act of Kindness Day.

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

- Employing best practices in recruitment and the on-boarding process to ensure optimal person-job fit within the organization.
- Maintaining cohesive relationships with our HR and Volunteer partners in like agencies to ensure we are remaining knowledgeable and current in our HR and Volunteer Management practices.

KIERSTEN ARNOLD

HUMAN RESOURCES COORDINATOR

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
VOLUNTEER COORDINATOR ANNUAL REPORT
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Brain Injury Community Re-entry continues to maintain a strong base of dedicated volunteers who devote their time and energy assisting our participants and furthering the interests of the agency. In total approximately 50 outstanding individuals have volunteered approximately 4000 hours of their time to BICR over the past fiscal year.

BICR has supervised and mentored twenty two students from local college and university programs including: Social Service Worker (SSW), Educational Assistant-Special Needs Support (EASNS), Recreational Therapy and Human Resources. Recruitment continues to be aided by strong student volunteers who have demonstrated their skills and abilities through placements and moved on to paid employment with the Agency. In fact, BICR hired four former student volunteers during the 2016-2017 fiscal year and will continue to look at its pool of student volunteers as hiring needs arise.

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

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

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

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

- Attracting volunteers in the more rural areas where services are offered (i.e. Fort Erie, Port Colborne) which has proven challenging to this point with the high number of student volunteers who do not have access to a vehicle.
- Streamlining the on-boarding process for volunteers through on-line training.
- Attracting volunteers who are interested in volunteering with the agency for a longer period of time.
- Maintaining community partnerships with such groups as RAVA (Niagara's Regional Association of Volunteer Administrators) which will assist the agency in employing best practices in recruiting, educating and maintaining an effective volunteer base.

KIERSTEN ARNOLD
HUMAN RESOURCES COORDINATOR

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With the 2016/2017 fiscal year now behind us, it's that time again to pause and reflect on the agency activities that transpired over the past year and, specifically, the impact these had on the accounting office and on our financial resources. Some of the more significant items included the Accreditation Canada review; opening a new residential site in partnership with CMHA-Niagara; completion of fire code work at another residential site; a Community Open Space, the main office move, the Staff Open Space as well as purchasing a wheelchair accessible van.

In May 2016, Accreditation Canada surveyed BICR. As part of the Effective Organization committee, the management group was evaluated on how well BICR adapted to the changing needs in the community, collaborated with community partners and developed the infrastructure to achieve positive outcomes. We received a very positive report for the second cycle in a row (Accreditation with Distinction). Our comprehensive Quality Plan was also very favourably recognized. We were encouraged to continue with the plans to review the Terms of Reference specifically with respect to increasing the membership of front-line staff and reducing the number of managers on the Quality Plan Committee.

While renovations at the St. Paul Avenue, Niagara Falls residence continued during the early part of the year, participants were finally able to move in at the end of the summer. In the interim, services for participants were provided in alternate locations. The Memorandum of Understanding (MOU) signed by both ourselves and Canadian Mental Health Association – Niagara ensured that both parties were fully aware of their role and responsibilities. At the time of writing, we are making minor revisions to the upcoming MOU to ensure this success continues.

In the fall, fire code work commenced for the Richardson Court site which came in on time and under budget even though much work (changes to fire alarms and sprinkler systems) had to be done to this single story home without a basement.

BICR hosted the Community Open Space in the fall. Several participants, family members, community partners and staff attended this planning forum. Out of this, several ideas were brought forward with four topics that moved forward for Board consideration. After ratification, it is expected that these four objectives will continue in the Balanced Scorecard format in order to measure progress over the next four years. This will ensure that participant and family centred care, through various means and including feedback from this forum, are the utmost priority to BICR.

The main office relocated to Schmon Parkway, Thorold at the end of December. This was quite an undertaking and was facilitated seamlessly by the Project Manager. The accounting office was only affected by this for a few days and had made prior plans for any required services to work around the timeframes identified. With the main office move, many front line staff now work remotely and are still able to use the main office or other sites as needed. There is no longer a need to have dedicated space for front-line staff. Instead, when at the main office, Case Facilitators and Rehabilitation staff are able to access a work space of their choice in this large, windowed room. This move and change in work space will mean a minimum savings of \$15,000 annually that can be used to reduce pressure points elsewhere in the agency.

The Staff Open Space was held in February. Several ideas were brought forward for discussion and consideration by staff. In the end, the four topics that were voted to move forward included: Mental Health Training for Participants, Revising the Benefit Package, Mindfulness Training and Mental Health Days. At the time of writing, Breakfast of Champions has taken place where group leaders provided a summary of meetings and possible next steps to make necessary changes a reality to the managers group. Discussions about the changes that can be made within the Agency

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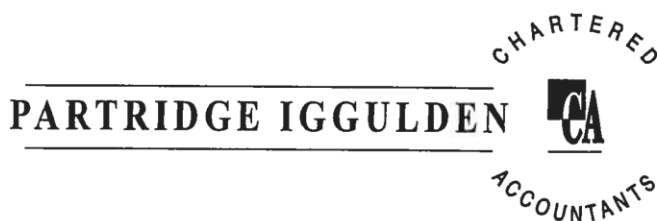
In terms of changes to other major agency resources, a new agency van was purchased in January. It is with the greatest appreciation for the proceeds from the **golf tournament** sponsored by **Young's Insurance** last September, bingo revenue as well as some agency reserves that has made this acquisition possible. The van was modified for accessibility and is now housed at Richardson Court. The older Richardson Court van will now be kept at the main office.

Cemetery Gardening Angels continued to flourish and grow. Finishing its third year of operation, this venture has grown in demand and revenues every year since acquisition. Work placements have also increased. It is hoped that a new vehicle can be obtained in the upcoming fiscal to reduce fuel and avoid the repair costs necessary to maintain an older vehicle.

With the new fiscal year, we are looking forward to the planning process that comes with modifying existing practices and introducing new ones. We will continue to look at ways to use technology to further reduce paper usage (and maybe save another small tree) and make other incremental changes to ensure all agency resources are used effectively.

Very sincere appreciation is extended to Jamie Bird for her ongoing and tireless commitment to BICR and this department in the multitude of functions that she performs every day in meeting the needs of staff, participants and all other agency stakeholders. A warm welcome is extended to Toni Bessette who brings an abundance of accounting experience to the agency. I'm looking forward to the next year and working with this new team. In addition, many thanks are extended Alice LeBel and Elaine Harvey from the Administration Department for their ongoing assistance and support to the accounting department.

SANDRA HARDING, CGA
DIRECTOR OF FINANCE



PARTRIDGE IGGULDEN LLP
CHARTERED PROFESSIONAL ACCOUNTANTS

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

INDEPENDENT AUDITOR'S REPORT

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

We have audited the accompanying financial statements of Brain Injury Community Re-Entry (Niagara) Inc. which comprise the statement of financial position as at March 31, 2017, the statements of revenue and expenses, accumulated surplus and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

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

Auditor's Responsibility

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

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

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

110 HANNOVER DRIVE, SUITE B201, ST. CATHARINES, ONTARIO L2W 1A4 TEL: 905-685-9400 FAX: 905-685-5991

Basis for Qualified Opinion

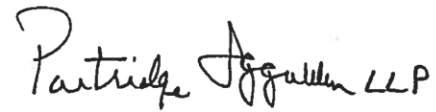
In common with many non-profit organizations, the completeness of donation revenue is not susceptible of satisfactory audit verification. Accordingly, our verification of the receipts from these sources was limited to a comparison of bank deposits with the amounts recorded in the records of the Organization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

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

Qualified Opinion

In our opinion, except for the possible effects of the matters described in the Basis for Qualified Opinion paragraphs, the financial statements present fairly, in all material respects, the financial position of Brain Injury Community Re-Entry (Niagara) Inc. as at March 31, 2017 and its financial performance and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

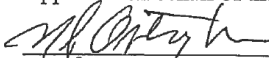
St. Catharines, Ontario
June 14, 2017

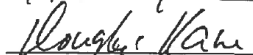

PARTRIDGE IGGULDEN LLP
Chartered Professional Accountants
Licensed Public Accountants

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.STATEMENT OF FINANCIAL POSITIONMARCH 31, 2017

| | <u>2017</u> | <u>2016</u> |
|---|---------------------|---------------------|
| <u>ASSETS</u> | | |
| CURRENT ASSETS | | |
| Cash | \$ 515,711 | \$ 1,274,696 |
| Cash - Funds held for residents | 24,986 | 20,729 |
| Accounts receivable | 87,723 | 122,411 |
| Prepaid expenses | 23,594 | 13,112 |
| | <u>652,014</u> | <u>1,430,948</u> |
| RESTRICTED CASH | | |
| Richardson Court Facility Reserve | 89,691 | 123,315 |
| Reserve Fund | <u>809,679</u> | <u>716,920</u> |
| | <u>899,370</u> | <u>840,235</u> |
| FIXED ASSETS | 988,120 | 974,090 |
| GOODWILL | <u>85,577</u> | <u>85,577</u> |
| | <u>\$ 2,625,081</u> | <u>\$ 3,330,850</u> |
| <u>LIABILITIES</u> | | |
| CURRENT LIABILITIES | | |
| Accounts payable and accrued charges | \$ 323,394 | \$ 774,424 |
| Subsidy payable | 338,634 | 670,795 |
| Liability for resident funds | 24,986 | 20,729 |
| Current portion of long-term debt | <u>26,143</u> | <u>53,267</u> |
| | <u>713,157</u> | <u>1,519,215</u> |
| LONG-TERM DEBT | 475,349 | 500,956 |
| COMMITMENTS | | |
| | <u>1,188,506</u> | <u>2,020,171</u> |
| <u>NET ASSETS</u> | | |
| UNRESTRICTED ACCUMULATED SURPLUS | | |
| PROMENADE RICHELIEU | 379,724 | 379,724 |
| EXTERNALLY RESTRICTED - RICHARDSON COURT | | |
| FACILITY RESERVE | 89,691 | 123,315 |
| INTERNALLY RESTRICTED - RESERVE FUND | <u>967,160</u> | <u>807,640</u> |
| | <u>1,436,575</u> | <u>1,310,679</u> |
| | <u>\$ 2,625,081</u> | <u>\$ 3,330,850</u> |

Approved on behalf of the Board:


, Director


, Director

St. Catharines, Ontario

June 14, 2017

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.**STATEMENT OF REVENUE AND EXPENSES****YEAR ENDED MARCH 31, 2017**

| | <u>2017</u> | | <u>2016</u> | |
|--|-------------------|--------------|------------------|--------------|
| REVENUE | | | | |
| Ministry of Health | \$ 5,919,183 | 90.2 % | \$ 5,909,552 | 90.5 % |
| Ministry of Health - Richardson Court Facility | 72,164 | 1.1 | 70,738 | 1.1 |
| Fee for service | 492,905 | 7.5 | 467,670 | 7.2 |
| Rental income | 73,358 | 1.1 | 72,442 | 1.1 |
| S.E.E.D. grants | 7,650 | 0.1 | 7,997 | 0.1 |
| | <u>6,565,260</u> | <u>100.0</u> | <u>6,528,399</u> | <u>100.0</u> |
| EXPENSES | | | | |
| Building and grounds | | | | |
| Amortization | 25,231 | 0.5 | 22,752 | 0.5 |
| Occupancy costs | 144,602 | 2.2 | 174,075 | 2.7 |
| Interest on long-term debt | 18,775 | 0.3 | 22,443 | 0.3 |
| Utilities | 49,428 | 0.8 | 51,281 | 0.8 |
| Maintenance | 133,057 | 2.0 | 106,242 | 1.6 |
| Contracted out | 21,918 | 0.3 | 18,823 | 0.3 |
| Employee benefits | 661,808 | 10.1 | 658,096 | 10.1 |
| Equipment | 32,651 | 0.5 | 81,468 | 1.2 |
| Insurance | 48,137 | 0.7 | 46,424 | 0.7 |
| Office | 20,927 | 0.3 | 13,221 | 0.2 |
| One time moving expenses and leaseholds | 114,791 | 1.7 | - | - |
| One time retrofit expenses | - | - | 172,418 | 2.6 |
| Participant costs | 125,580 | 1.9 | 130,024 | 2.0 |
| Professional fees | 18,989 | 0.3 | 18,130 | 0.3 |
| Supplies | 65,727 | 1.0 | 66,793 | 1.0 |
| Telephone and general expenses | 75,038 | 1.1 | 64,335 | 1.0 |
| Training | 37,350 | 0.6 | 35,923 | 0.6 |
| Transfer to facility Reserve Fund | 1,593 | - | 1,593 | - |
| Travel | 145,946 | 2.2 | 152,649 | 2.3 |
| Wages | <u>4,752,374</u> | <u>72.4</u> | <u>4,442,503</u> | <u>68.0</u> |
| | 6,493,922 | 98.9 | 6,279,193 | 96.2 |
| Expense recoveries | <u>(111,242)</u> | <u>(1.7)</u> | <u>(110,516)</u> | <u>(1.7)</u> |
| | <u>6,382,680</u> | <u>97.2</u> | <u>6,168,677</u> | <u>94.5</u> |
| OPERATING SURPLUS | 182,580 | 2.8 | 359,722 | 5.5 |
| MINISTRY OF HEALTH FUNDING REPAYABLE | <u>(51,041)</u> | <u>(0.8)</u> | <u>(287,588)</u> | <u>(4.4)</u> |
| NET OPERATING SURPLUS | <u>\$ 131,539</u> | <u>2.0 %</u> | <u>\$ 72,134</u> | <u>1.1 %</u> |

DONATIONS AND SPONSORSHIP 2016-2017

| DONATIONS AND SPONSORSHIPS 2016-2017 | | DONATIONS IN MEMORY |
|--------------------------------------|----------------------------|---------------------|
| Beatties Basics | Luciano's Pizzeria | |
| C & C Home Heating | Leon Fazari LLP | Chijioke Waboso |
| Celi & Presti | Marlin Travel | |
| City of Welland | Meridian Credit Union | |
| Coachman Insurance | Micro Tech Niagara Inc. | |
| D'Angelo Printing | Minuteman Press | |
| David Chevrolet | Mountainview Properties | |
| Designs by Santy Inc. | National Jewelry | |
| Durward Jones Barkwell & Co. | Niagara Supplies | |
| Energi | Nick's Cleaners | |
| Ensign Alarms | Nick Mete | |
| Fix Auto Canada | Partridge Iggulden Inc. | |
| Family First Pharmacy | Pembridge Insurance | |
| First General Hamilton | Precision Roofing | |
| Frank's Feather and Fin Ltd. | Remax | |
| Glen Merritt | RSA Insurance | |
| Guy Rizzo | Thomas Electronic | |
| Intact Insurance | Tricky Vapour | |
| James Wilder | Volcano Pizzeria | |
| Jeff Root Law Office | Walker Industries Holdings | |
| Lancaster, Brooks & Welch | Youngs Insurance | |

We would also like to recognize the many individuals who have contributed to our agency during the 2016-2017 fiscal year. A special thank you to all!!



**Brain Injury
Community Re-entry**
(NIAGARA) INC.

Turning the Key to Opportunity in Niagara since 1988

CONTACT INFORMATION

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