

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.



**ANNUAL REPORT
2018 - 2019**

ANNUAL REPORTS

2018 - 2019

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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

2018 - 2019

Here we are at our 31st Annual General Meeting. It is hard to believe we started with a three bedroom house rented at Pebble Beach with nine employees, to where we are now. This is proof that our organization is greatly needed for participants with acquired brain injuries. It gives me, as President, great satisfaction and pleasure knowing that we are greatly helping our participants as they are discharged from hospitals and institutions. Let's keep up the great work everyone is doing.

How time flies, Accreditation Canada is coming once again next year. I am sure with our knowledgeable staff and the excellent care that is provided, BICR will pass with flying colours. Keep up the good work!

Once more, I wish all a safe and happy summer and year ahead. Enjoy the nice weather!

NICK OSTRYHON

PRESIDENT

RAPPORT ANNUEL DU PRÉSIDENT

2018 - 2019

Nous voilà à notre 31^e assemblée générale annuelle. C'est difficile de croire où nous en sommes aujourd'hui ayant fait nos débuts avec neuf employés dans une maison de trois chambres à coucher, louée à Pebble Beach. C'est la preuve que notre organisme est indispensable pour les personnes ayant une lésion cérébrale acquise. En tant que président, je suis très heureux et satisfait de voir que nous aidons grandement ces personnes à leur sortie de l'hôpital ou d'un autre établissement. Poursuivons ensemble cet excellent travail.

Comme le temps passe vite! Agrément Canada sera de retour l'année prochaine. Je n'ai aucun doute que grâce à son personnel compétent et aux soins remarquables qu'il fournit, BICR réussira haut la main. Continuons notre bon travail!

Encore une fois, je tiens à vous souhaiter un bel été et une autre bonne année, en toute sécurité. Profitez du beau temps!

NICK OSTRYHON

PRÉSIDENT

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
CHIEF EXECUTIVE OFFICER'S ANNUAL REPORT
2018 - 2019

The past year has been filled with many successful accomplishments for BICR. The staff have worked extremely hard in presenting our participants with many great opportunities. The overwhelming positive feedback from our participant and family satisfaction surveys are evidence of the great work completed each and every day by our front line staff. I must also commend the leadership provided by the Managers which allows for seamless service delivery.

BICR is preparing for Accreditation Canada which will take place in May 2020. The team members have been selected for the groups: Acquired Brain Injury Services, Leadership Governance, Infection Prevention and Control, and Medication. Good luck to each of these groups, we look forward to this process which allows our organization to continue with the commitment to excellence in service delivery.

Sandra Harding and I have completed the Multi-Sector Agreement with the LHIN #4 and the Ministry of Health and Long Term Care. The report has been approved by both of the government offices and this is in effect from 2019 – 2022. It is with great pride that I announce that the budgets will allow our participants to continue receiving the services they have been accustomed to. During the past year, the organization has realigned services in both the Intake and COSS departments. A part time position has been added to Intake to assist with the higher demand for services especially with post concussive injuries. The Intake Department has been averaging 25 new referrals per month which is 9 more referrals per month than the previous year. The COSS Department has also added a part time Case Facilitator which has allowed our waitlist numbers to be reduced.

The organization continues to provide a large number of recreational opportunities including out of country trips, Geneva Park trips and many other activities. The demand for this service continues to increase and many participants are served well by these activities. The Cemetery Gardening Angels program has also increased its numbers this year and has allowed participants the opportunity for meaningful employment. BICR purchased a new van for Parkdale and a wheelchair accessible van located at the Main Office. The organization is very proud of these purchases and the vans have been purchased through our fundraising and reserve fund.

This year the Board of Directors have received training by our Labour Lawyer regarding governance and their responsibilities. This training was extremely comprehensive and allowed the Board of Directors an opportunity to obtain training and have access to the Labour Lawyer for any concerns they may have. I want to express my sincere gratitude to the great efforts of our Board and all of their support to the organization and myself.

Have a great and successful year.

FRANK GRECO
CHIEF EXECUTIVE OFFICER

RAPPORT ANNUEL DU DIRECTEUR GÉNÉRAL

2018 - 2019

BICR a beaucoup accompli au cours de l'année écoulée. En effet, le personnel a travaillé avec acharnement pour offrir à nos participants une foule d'excellentes occasions de s'épanouir. La rétroaction des plus positives qui provient des sondages sur la satisfaction des participants et des familles témoigne clairement du travail remarquable qu'effectuent, jour après jour, les membres de notre personnel de première ligne. Je tiens aussi à souligner le leadership dont font preuve nos gestionnaires, grâce auquel nous pouvons assurer une prestation continue des services.

Par ailleurs, BICR se prépare en vue de la visite d'Agrément Canada, qui aura lieu en mai 2020. Nous avons formé des équipes à l'égard des groupes suivants : Services aux personnes ayant une lésion cérébrale acquise; Leadership et gouvernance; Prévention et contrôle des infections et Médicaments. Bonne chance à chacune des équipes. Nous envisageons avec enthousiasme ce processus qui nous permet de poursuivre notre engagement envers l'excellence en matière de prestation des services.

Dans un autre ordre d'idées, Sandra Harding et moi avons conclu une entente de responsabilisation en matière de services multisectoriels avec le RLISS 4 et le ministère de la Santé et des Soins de longue durée. Le document a été approuvé par les deux organismes gouvernementaux et sera en vigueur de 2019 à 2022. De même, c'est avec une grande fierté que je vous annonce que les budgets permettront à nos participants de continuer à recevoir les services auxquels ils sont habitués. Au cours de la dernière année, nous avons restructuré nos services d'accueil et nos services de soutien communautaire. Nous avons ajouté un poste à temps partiel au Service d'accueil en réponse au nombre accru de demandes de services, provenant surtout de personnes qui ont subi une commotion cérébrale. En effet, le Service d'accueil reçoit en moyenne 25 demandes de service par mois, soit 9 de plus chaque mois que l'année précédente. Nous avons également ajouté un poste de gestionnaire de cas à temps partiel aux services de soutien communautaire, ce qui nous a permis de réduire la liste d'attente.

Nous avons continué à proposer un grand nombre d'activités de loisirs, y compris des voyages à l'étranger et des excursions au Parc Geneva, entre bien d'autres. La demande à l'égard de ces services est à la hausse et bon nombre de participants bénéficient de ces activités. Le programme Cemetery Gardening Angels a aussi pris de l'ampleur cette année et donné à des participants la possibilité d'avoir un emploi enrichissant. Par ailleurs, BICR a acheté une nouvelle fourgonnette pour Parkdale et une fourgonnette accessible aux personnes en fauteuil roulant pour le bureau principal. Nous sommes très fiers de ces achats, qui ont été rendus possibles grâce à nos activités de financement et à notre fonds de réserve.

Cette année, le conseil d'administration a reçu une formation sur la gouvernance et les responsabilités connexes. Cette formation approfondie offerte par notre avocat en droit du travail a permis aux membres du conseil d'améliorer leurs compétences et de discuter de leurs préoccupations avec un avocat. Enfin, je tiens à remercier sincèrement les membres du conseil des efforts extraordinaires qu'ils déploient et du soutien qu'ils accordent à BICR et qu'ils m'accordent.

Je souhaite à tous une année prospère.

FRANK GRECO
DIRECTEUR GÉNÉRAL

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
30TH ANNUAL GENERAL MEETING MINUTES
JUNE 13TH, 2018

Present: Nick Ostryhon, Frank Greco, Jackie Lynch, Brian Minard, Sharon Cochrane, Dr. Tricia Pailing, David Shapiro, Pat McNabb, Luc Savoie, Sharon Coulson (recorder)

Regrets: Christine Reeves, Doug Kane

1. Meeting called to order at 5:10 p.m.
Nick Ostryhon welcomed and thanked everyone for attending the 30th Annual General Meeting.
2. Adoption of the Agenda
Motion: To adopt the agenda for the 30th Annual General Meeting as presented.
Moved: Brian Minard
Seconded: Pat McNabb
Carried.
3. Review and approval of the minutes from the Annual General Meeting held on June 14th, 2017.
Motion: To approve the minutes of the 29th Annual General Meeting held on June 14th, 2017 with no errors or omissions.
Moved: Pat McNabb
Seconded: Jackie Lynch
Carried.
4. Independent Auditor's Report/Financial Statements
Larry Iggulden provided general comments with regards to the agency's operating results for 2017-2018. Larry is an Independent Auditor, and Partridge Iggulden Chartered Accountants 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, 2018. He stated that the Iggulden Chartered Accountants Assistants were welcomed by the agency and were provided with the documentation necessary to conduct the audit. Based on the audit the operating budget of approximately \$6,500,000 was appropriately managed. Of the \$6,500,000 budget over \$4,800,000 was used towards wages. Reserve funds are fully funded and the agency is in a better financial position at the end of the year than the start of the year. Assets increased by approximately \$17,000.

Larry mentioned that it is the auditor's opinion with the exception of the donation revenue which is not susceptible of satisfactory audit verification, that the agency's financial statements present fairly, and reflect a good financial position that was well managed and run.

Larry opened up to questions.

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

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
30TH ANNUAL GENERAL MEETING MINUTES
JUNE 13TH, 2018

Motion: To approve the Independent Auditor's Report/Financial Statements ending March 31st, 2018 as presented.

Moved: Pat McNabb

Seconded: Jackie Lynch

Carried.

5. Other Business:

1. President's Report

Nick Ostryhon presented the President's Report. He then thanked all of the Board of Directors individually.

2. Chief Executive Officer's Report

Frank thanked the celebrating employees and the board of directors for their continued support, time, and energy. He mentioned that the reason we are all here is first and foremost to support our participants, however tonight is to recognize our staff. Staff are continuing to work towards our Strategic Directions and the Participant and Family Survey results reflect the excellent service that our staff provide. Frank wanted to ensure that staff are aware that their efforts do not go unnoticed and he recognizes the great job that they do each and every day. Frank thanked Larry Iggulden for the chartered accounting services and highlighted Luc Savoie our francophone Board of Director. Luc provides investment strategies, actively assists with the accreditation process and the annual golf tournament. Frank expressed his appreciation on behalf of the agency.

3. Appointment of Auditor's

Motion: To appoint the accounting firm of Partridge Iggulden for the operating year of 2018-2019

Moved: Jackie Lynch

Seconded: Luc Savoie

Carried.

4. Recognition of Directors

Nick Ostryhon – President

Christine Reeves – Secretary

David Shapiro – Director

Dr. Tricia Pailing – Director

Brian Minard – Director

Luc Savoie – Vice President

Doug Kane – Treasurer

Jackie Lynch – Director

Sharon Cochrane – Director

Patricia McNabb – Director

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

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

Motion: To adjourn the 30th Annual General Meeting.

Moved: Luc Savoie

Seconded: David Shapiro

Carried.

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
INTAKE DEPARTMENT ANNUAL REPORT
2018 - 2019

GENERAL OVERVIEW

This fiscal year again was a busy year for referrals and requests for information. Throughout the year, the Intake department received approximately 351 calls for information about programs and services. The total amount of referrals for the fiscal year was 270 individuals referred for BICR services. This includes self-referrals, family referrals and referrals from Community agencies as well as family doctors in the community. 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. Part of the intake processes included identifying service needs and assessing an applicant's current status and community supports. This position also involved the Intake Coordinator managing and reviewing waitlists for each program within the agency. Throughout the year, BICR continued to manage a waitlist for most programing at the intake level. The average wait-time for services ranged from 30-90 days.

HIGHLIGHTS

The Intake Coordinator was involved in a number of internal committees during the fiscal year. The Intake Coordinator is responsible for coordinating and facilitating admissions meetings every month. The purpose of this meeting is to discuss every applicant that has applied for services and review eligibility criteria for every application. It also provided an opportunity to discuss updates in other areas of programming throughout the agency. The Intake Coordinator was also involved in the Participants Safety Steering Committee.

The Intake Coordinator continues to have an active role in the community. The Intake Coordinator attended several agency presentations and staff meetings to present on BICR's admission process and program services. The Intake Coordinator continues to have several requests to attend Long Term Care Facilities, Niagara Health System and Shaver Rehabilitation to provide education to staff regarding support services for individuals with a diagnosis of an ABI. 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 ensure that there is a continual link of ABI services once someone is discharged from in-patient services and is in the community.

The Intake Coordinator is also part of the Human Justice Coordinating Committee and Niagara Mental Health and Addiction Complex Care Table. These meetings provide an opportunity to discuss and explore support service options for those that continue to decompensate in the community and continue to be at risk.

The Intake Coordinator received a large number of referrals for individuals that have experienced Concussions or MTBI. The Intake Coordinator has consulted with several other ABI services in the province to determine the most appropriate form of intake and supports. The Intake Coordinator also has worked closely with the LHIN and the ABI Service Navigator to ensure that an applications needs are met.

In November 2018, a new part time position was added to the Intake / Case Coordinator department. This position was created to help with the increase in referrals who identify as having a Mild TBI or Post-Concussive diagnosis. In some cases, applicants have experienced multiple concussions throughout their life, and are only now able to recognize that their brain injury is affecting their day to day functioning. In addition to a MTBI, participants often experience concurrent issues including mental health challenges and addictions.

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.

INTAKE DEPARTMENT ANNUAL REPORT

2018 - 2019

The Intake Coordinator will meet with the perspective applicant to complete the application process including the acquisition of medical documentation to confirm the ABI diagnosis. Applicant's date of injury varies significantly from 3-6 months post injury to 10-15 years. The role of the Case Coordinator is to assist the participant with developing strategies to compensate for their deficits, advocate for additional community connects and identify functional goals. This position maintains a case load of 13-16 participants and currently has a waitlist of 1-2 months.

INTAKE STATISTICS

Number of calls during the fiscal year 2018-2019

- Referrals for Service: **270**
- Requests for Information about Programs and Services: **357**
- Total inappropriate referrals: **60**

Based on the number of referrals made and received during 2018-2019 fiscal year, it is interesting to identify how individuals applying for BICR services acquired their brain injuries.

<i>Cause of Injury</i>	<i>Percentage of Individuals</i>
Falls	9%
Motor Vehicle Accidents	17%
Assaults	7%
Strokes	30%
Aneurysm	4%
Concussions	21%
Other- includes Anoxic injuries, Brain Tumors, Medical complications, Attempted Suicides	12%

Number of referrals based on gender: Male: 158; Female: 112

CHALLENGES AND TRENDS

In the past year, there continues to have been an increase in the number of referrals for individuals with ABI, significant mental health concerns and addictions. Concussions referrals continue to increase as those affected have had trouble in finding suitable supports to recover from their concussions. Once the symptoms are treated, BICR can assist with providing supports to manage cognitive challenges and psychological and emotional concerns. Many of the concussion referrals received are 2 years or more post injury. Again, the goal of the Case Coordinator position is to assist some of these individuals to coordinate and access supports in the community in a timely manner.

In summary, 2018- 2019 continues to see a steady increase in request for community supports, information and referrals. This is reflective in the need for appropriate services within the community. Again, with these partnerships, BICR continues to provide much needed services to all participants and caregivers within the community and continues to strengthen community partnerships to ensure applicants and families are afforded the highest level of support.

TRACY MADDALENA

INTAKE COORDINATOR

GENERAL OVERVIEW

During the 2018-2019 fiscal year there were some changes in the responsibilities of the Modular Service Manager. St. Paul Transitional Living was added to the Modular Service Managers portfolio. Rural Services, Bowden Supported Independent Living Program, Recreation Services, Vocational Services and St Paul Transitional Living are now all under the responsibility of the Modular Service Manager. Additional responsibilities such as sitting on committees, providing staff training and leading Accreditation Canada team (ABI) round out the list.

HIGHLIGHTS

The last year has been a year for some changes. St Paul Transitional Living has seen all of the original participants successfully move out of the program. Some participant transfers have taken a little longer, but most have successfully integrated back into their home community. Staff look forward to new participants and the challenges that they encounter with each new resident. Staff have adapted well to a new manager and have worked hard to make it a comfortable transition. The St. Paul staff continue to show strong leadership, dignity and respect for participants and services that they provide to all participants.

BICR continues to work with CMHA to provide a safe and secure environment for all participants living within the two programs. There is a total of 7 beds available; BICR holds 5 beds and CMHA holds 2. Consistent communication and sharing staff and resources have been important in making this partnership a success. Quarterly admission meetings continue to occur with representation from BICR, Hamilton Health Sciences ABIP, LHIN System Navigator and CMHA.

Dr. Seyone, Neuropsychiatrist, continues to be an integral part of participant's lives, as he consults with participants on a quarterly basis at BICR's Main Office. The involvement with Dr. Seyone provides a foundation that is stable, consistent and insightful for participants and staff.

The Recreation program continues to provide a wide range of recreational opportunities for all participants. A survey was completed asking participants which activities they were interested in attending. Many of the activities organized over the past year were planned as a result of this survey. Some new activities and community partners were introduced. The Coordinator of the program continues to oversee an individual caseload for participants only seeking those services. The Recreation Coordinator has made several changes to the department including new mail out calendars, events/groups and scheduled staffing support. In years past, lack of staff support seemed to be a growing issue. Staff are now scheduled well in advance of the event. Recreation has received great interest in another "Mexico" trip for the near future. Although no definite plans are made, it is something that participants look forward to. The Recreation Coordinator organized and hosted the annual Bowl-a-thon which was another successful event.

Over the past year, Bowden Supported Independent Living program continued to provide a stable supportive environment for BICR participants. Bowden provides support to 7 participants. All participants continue to develop the skills needed to live independently. Bowden staff have encouraged participants to be actively involved in BICR activities. Over the past year Bowden's involvement in groups/activities and outings have increased due to the encouragement of staff.

MODULAR SERVICES ANNUAL REPORT

2018 - 2019

The Rural Coordinator is well established in the Erie Shore area. This position has been established for a number of years and continues to grow. Within the past year the Coordinator's caseload, as well as the waitlist, has increased. The Rural Coordinator gets very little rehab/outreach hours, and therefore the results are direct hours. The Rural Coordinator also runs group activities with Brain Injury Association of Fort Erie (BIAFE). Group activities are scheduled two days out of the week. During this past year there was a disruption of services as there were some health and safety concerns with the actual building. Programming was stopped until all issues were addressed. During this shut down period, BICR/BIAFE used Fort Erie YMCA where they continued their regular activities.

Vocational Services are consistently going through changes. Over the past year, a new Coordinator and a new Case Facilitator organized a very productive workforce. They searched out community resources and made the most of what was available to them. They were able to double their workforce and took advantage of resource dollars that Gardening Angels did not have to incur. With the increase to minimum wage, this was a concern for the season. Gardening Angels also partnered with Niagara College to assist with planting. This planting normally takes up to two weeks but with the Niagara College volunteers, this took less than a week. This, along with a larger workforce, turned out to be a great boost to the CGA program. It allowed the facilitators to plan and work through the season as they learned it themselves.

They have also developed a formula to provide all customers with an accurate and fair cost. After reviewing previous customer costs, it appears there was no real formula in calculating cost. This was just another step in good business standards. Overall, Vocational Services continues to grow at a manageable pace by exercising these practices.

Vocational services also partnered up with Salvation Army Christmas Kettle Bells. Vocational services provided staff and support to another successful campaign. Our numbers were slightly lower, as the increase in minimum wage affected the campaign. Several regions did not pay employees, they only hired them as volunteers. This also resulted in less interest from participants.

They continue to have some success in long term/seasonal employment for our participants. Several participants secured some long term employment and some were seasonal. Community businesses have been very supportive in helping BICR with participant employment goals.

In conclusion it has been an exciting and busy year. I continue to be challenged in my role as Modular Service Manager. I look forward to another growing year for BICR.

JOE TALARICO
MODULAR SERVICES MANAGER

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
CASE MANAGEMENT PROGRAM ANNUAL REPORT
2018 - 2019

GENERAL OVERVIEW

The Case Management program is a time limited service that provides initial service coordination to individuals on BICR's waitlist. Core functions of Case Management include individual assessment, goal setting/service planning, assisting with the completion of applications (i.e. NRH, ODSP), finding appropriate housing, and making referrals to internal and external community resources. Case Managers maintain regular communication with the Intake Coordinator.

STATISTICS

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

TOTAL FILES ADMITTED	FILE CLOSURES / DISCHARGES	TRANSFERS TO OTHER BICR PROGRAMS	TOTAL FILES SERVED
29	15	14	73

Closure/Discharges are files that are no longer open at BICR. Files are closed or discharged because support needs have been met or contact has been limited due to lack of participation by the participant. Transfers are between Case Management and other BICR programs. During this past year transfers occurred between COSS, TRS, Vocational and Buckley.

HIGHLIGHTS

In addition to regular Case Management duties the Case Managers were also involved in various committees. Case Managers sat on the Joint Health and Safety Committee, the Niagara Region Accessibility Advisory Committee, the Behavioural Review Committee, and the Emergency Response and Outbreak (EROC) Committee.

The Case Managers also continue to facilitate several internal training courses. The courses taught include Crisis Intervention Management and a component of Joint Health and Safety.

CHALLENGES

The following continue to be challenges: helping participants with concurrent diagnoses (ABI, mental health, addictions), assisting participants with securing affordable housing, transportation, and establishing and maintaining contact with participants.

OPPORTUNITIES

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

JONATHAN WILLIAMS
CASE COORDINATOR

BRANDON PEARSON
CASE COORDINATOR

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
RECREATION SERVICES ANNUAL REPORT
2018 - 2019

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.

STATISTICS

CALENDAR EVENTS & GROUPS	NUMBER OF UNIT 10 EVENTS	TOTAL NUMBER ATTENDED (UNIT 10, GROUPS & EVENTS)	PARTICIPANTS SOLELY ACCESSING REC SERVICES	TOTAL ADMISSIONS
392	169	4953	13	40

PROGRAM HIGHLIGHTS

- The continuation of the weekly Dart League at Unit 10.
- From May to August 2018 we replaced Parkway Lanes with Pla-Mor Lanes for our bowling program.
- All groups and activities offered by the Recreation Department continued to maintain maximum numbers.
- The Planning stage for a Mexico Trip in 2020.
- The successful coordination of two summer trips to Geneva Park in August 2018.
- Successful co-facilitation of Wacky Wednesday in coordination with the PET program.
- The continuation of the Woodworking group.
- The continued partnership with Heartland Forest.
- BICR continues to foster a successful partnership with the School of Horticulture for the WRAP program twice a week.
- 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 and canoeing.
- The facilitating of the Annual Baseball Fun Day at the Grantham Optimist Club.
- 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.
- Provide day-to-day support to co-op and SEED students in recreational services.
- Record Binder Designate for 13 participants.

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

DAVE HORTON
RECREATION COORDINATOR

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
RURAL SERVICES COORDINATOR ANNUAL REPORT
2018 - 2019

GENERAL OVERVIEW:

Rural Services are provided to individuals in the following cities around the Niagara Region: Fort Erie, Crystal Beach, Ridgeway, Port Colborne and Stevensville. There are currently 20 participants on the case load with 4 on the waitlist. Each individual receives services to their individual needs. This may include, help with medical appointments, ADL's, budgeting, court cases, etc. Rural Services focuses on the ability for the participants to continue living independently in the community as comfortably as possible. Rural services promotes education for everyday living as well as independence, by working towards and engaging in meaningful activities within the community while working with other individuals and agencies.

Rural services is currently partnered two days a week with BIAFE (Brain Injury Association of Fort Erie) running a day program for individuals who are looking for a social outlet in which BIAFE and BICR (Brain Injury Community Re-entry) can provide. In this program individuals work together in order to complete tasks in which they are faced with on a regular basis such as cooking, hygiene, social gatherings, promoting healthy eating and exercise. Currently this program runs Monday's and Tuesday's averaging 12-14 participants per day. Monday's group starts with promoting healthy eating and meal prep, followed by the YMCA and understanding of exercises. Tuesday's group starts with meal prep and healthy eating, followed by programming of different types. Programming may include activities such as Art, hygiene education, budgeting, and socializing within proper behaviors for different settings.

Currently Rural Services partners with different agencies around the Niagara Region. F.A.S.T (Fort Erie Accessible Transit), BIAFE (Brain Injury Community Re-Entry), YMCA of Fort Erie, Niagara Housing, CCAC, St. Elizabeth, Recreation Department at BICR and Pet Therapy.

CHALLENGES

Currently the challenges in Rural Services are the possibility of the YMCA in Fort Erie closing down and the programming that will have to change, in respects to Monday afternoon's at the day program. Currently the Rural Services Coordinator is looking into other options to replace this activity if it does happen in the fall.

OBJECTIVES FOR UPCOMING YEAR

Overall, Rural Services has had a great year. Numbers have stayed consistent within the day program capping both days at 14 participants and having to start a waitlist which currently has 2 participants. Some objectives for next year are:

- Utilize the BIAFE facility after hours and days other than the day program to host and hold more events geared to Participants using this more regularly
- Maintain the partnerships that have been put in place and continue to utilize them whenever possible. As well as making new partnerships.
- Continue to support participants and their families with the best support and dignity possible through Rural Services.

CHELSIE YUNGBLUT
RURAL SERVICES COORDINATOR

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
BOWDEN SUPPORTIVE INDEPENDENT LIVING PROGRAM ANNUAL REPORT
2018 - 2019

GENERAL OVERVIEW

The Bowden Supported Independent Living program is located at 1A Bowden Street in Fort Erie, ON. The Bowden SIL program is a partnership between Brain Injury Community Re-entry and Niagara Regional Housing. Currently there are seven clients participating in the Bowden SIL program, and the program is running at full capacity. Brain Injury Community Re-entry staff have an office on-site which enables BICR staff to provide assistance to the participants between 8:00 AM - 9:00 PM daily. The Bowden program focuses on enhancing participant's quality of life, maintenance of health status, community involvement, achieving identified participant goals, personal independence and continual self-improvement.

PROGRAM INITIATIVES AND HIGHLIGHTS

The Bowden SIL program recognizes 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 offer information on risk bearing behaviours, and attempt to educate the participants on the potential repercussions of certain lifestyle choices or behaviours.

The team at Bowden continues to establish and foster strong partnerships within the community. Bowden SIL community partners include: Niagara Regional Housing, Brain Injury Association of Fort Erie (B.I.A.F.E.), YMCA, Fort Erie Accessible Transit BST, Heartland Forest, Guardian Angels, and the BICR Recreation department. The Bowden van has significantly increased the amount of events and programs Bowden SIL participants now attend.

CHALLENGES

Ongoing challenges at Bowden are the lack of accessible and affordable public transportation in the Fort Erie area. The Bowden program received a new Team Coordinator in May 2019 which will incur an adjustment period for the participants and staff alike.

OBJECTIVES FOR THE UPCOMING YEAR

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

- Place Bowden hosted activities in the BICR Learning and Leisure guide.
- Continue to explore other resources within the Fort Erie community that our participants will benefit from.
- Maintain and foster current partnerships and establish new ones within the community.
- Continue to provide exemplary support to individuals, and their families within the Niagara Region living with the effects of an acquired brain injury.
- Lower transportation costs associated with the Bowden program.

JEFF SPELIER

TEAM COORDINATOR BOWDEN SIL

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
VOCATIONAL SERVICES ANNUAL REPORT
2018 - 2019

GENERAL OVERVIEW

Vocational Services offers individualized support to participants who have identified goals related to finding meaningful employment opportunities, volunteering in the community, and/or returning to school to further their education. The Vocational Department consists of one Vocational Coordinator and one Vocational Facilitator who work together to support participants in achieving their vocational goals.

The ongoing Vocational Programs of Cemetery Gardening Angels, Salvation Army Kettle Bell Campaign and the Niagara Region's Adopt-a-Road Program continue to offer participants supported work readiness training and are used as valuable assessment tools to help determine a participant's skillset prior to seeking competitive employment within the community.

In 2017, the agency identified Employment Opportunities for Participants as one of BICR's strategic directions for 2017 – 2020. The Vocational Department has collaborated with several community partners to begin working towards increasing employment opportunities for our participants.

HIGHLIGHTS

Vocational Services continues to work steadily with YMCA Employment and Immigrant Services and Ontario March of Dimes Employment Services. These partnerships have allowed the vocational team to access additional employment supports for participants such as funding for participants to attend paid training placements and receive work start up benefits, additional on the job support through job assessments and coaching, and access to resources to support skills upgrading or returning to school. The vocational team works alongside these partners to promote ABI awareness with community partners and employers, support the participant through the process of seeking and maintaining employment, provide on-the-job coaching for participants and any follow up support that may be required for those who have achieved their vocational goals.

Cemetery Gardening Angels (CGA) continued to grow and provide supported employment opportunities to participants during the past year. Cemetery Gardening Angels was selected by Niagara College's Horticulture Program in 2018 as the agency they would support with its' gardening needs. Cemetery Gardening Angels benefitted from having 50 Niagara College Horticulture students plant nearly 125 gardens in a 3-hour time span. This was an incredible endeavor and our team was so grateful, to have been chosen for this opportunity.

Cemetery Gardening Angels also collaborated with March of Dimes Canada and YMCA Employment Services to fill the Gardner positions for this last season, which allowed BICR participants to integrate with and meet new coworkers from other organizations. This also allowed CGA to benefit from various funding sources for wages being paid. The program continues to be a valuable assessment and training tool in assisting participants to develop their employment skills, expand their work experience and earn income as they explore the many positive benefits of returning to work. Cemetery Gardening Angels was able to support the addition of two part-time staff this year. This allowed participants that were not working with Cemetery Gardening Angels, but still seeking employment elsewhere, to continue receiving vocational supports with very little interruption.

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
VOCATIONAL SERVICES ANNUAL REPORT
2018 - 2019

Cemetery Gardening Angels has not increased its fees since its inception over 12 years ago and not even with the increase of minimum wage from 11.25 / hour to \$14.00/ hour, 2 years ago. Therefore, the Vocational and Administrative teams focused a great deal of time and attention on implementing standard pricing criteria, to ensure that gardens will be priced; precisely and equitably. Once the pricing system was established, most customers have had an increase in their fees for service. It has always been and will continue to be the goal of Cemetery Gardening Angels to maintain a healthy balance of providing an affordable service while ensuring that all business expenses are met.

The Salvation Army Kettle Bells Campaign continued their partnership with the Vocational Department this past year, however, with some significant changes. Due to the increase in the minimum wage, the Salvation Army was only able to provide paid positions to Kettle Bell Workers in St. Catharines and all other areas have been changed to be volunteer positions. This partnership continues to benefit participants who are interested in trialing returning to employment as well as gaining volunteer experience with no long- term commitment necessary.

The Vocational Department was unable to participate in Niagara Region's Adopt-a-Road Program due to extensive road construction on Martindale Road last year. This volunteer program provides an opportunity for participants to support their community twice a year through a concerted effort to pick up litter and debris along a section of Martindale Road. Volunteering through this program continues to allow participants with an opportunity to explore their skills with staff support and give back to the community. It is the intention of the Vocational Department to run this program, this year, in early June 2019.

STATISTICS

Total Admissions	15
Total Discharges from Agency	2
Total Closures in Program	10
Total Transfers	2
Caseload Range	23 – 34
Waitlist Range	0 - 7
Jobs Secured in Seasonal Employment	9

CHALLENGES

Public transportation continues to be an obstacle to participants who are seeking competitive employment within the community. For those that rely on public transportation, employment options are limited to workplaces near bus routes and their availability for shifts is dependent on the bus schedule. The Vocational Department will continue to support participants in learning the bus system and finding employment opportunities within these geographical areas or alternately arranging transportation through various community supports.

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
VOCATIONAL SERVICES ANNUAL REPORT
2018 - 2019

Finding employers who are open to hiring persons living with an acquired brain injury continues to be a challenge. The Vocational Department has been actively working with community partners to identify suitable employers and to educate potential employers about the benefits of diversifying their workforce while providing an opportunity for our participants. The vocational team will continue to strive for appropriate job matching based on skillset and assist employers and participants with implementing successful compensatory strategies within the workplace to ensure a successful job placement. The vocational team has had success in overcoming this challenge by partnering with services that can provide funding to the employer, while our team provides job coaching directly to the participant, relieving the employer of any financial or manpower risk, while participants are learning the skills of their new jobs.

In summary, the Vocational Department has had a successful fiscal year as the team continues to work towards developing strategies to reach the agency's strategic direction of increasing employment opportunities for participants.

ERICA DAVIDSON
VOCATIONAL COORDINATOR

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
COMMUNITY OUTREACH SUPPORT SERVICES ANNUAL REPORT
2018 - 2019

Another year has passed, and the COSS Program continues to provide necessary support and rehabilitation services to adults with Acquired Brain Injury (ABI) living in the region of Niagara. COSS currently supports approximately 135 individuals in a variety of community locations. Some are living on their own or in supported living apartments, living with significant others, or in long term care facilities across the region.

The COSS team currently consists of a total of 21 staff: 14 Case Facilitators and 7 Rehabilitation Counsellors. This dedicated group has worked diligently over the past year to help people with ABI recover from their life changing injuries. People come to our team with a variety of goals including but not limited to: strategies to improve memory and organizational abilities, a desire to work or go to school, help to navigate financial or housing systems, assistance with medical appointments or mental health and addiction challenges and often, a need to feel socially connected to a group of people who understand what they are experiencing.

COSS services are goal oriented and in some cases our participants achieve their goals and can move beyond our support. This is the ideal course for a service with limited resources and a growing waitlist as it allows for a flow through of participants. However, we also serve people who require ongoing support in order to maintain their community integration gains. In the 2018 /2019 fiscal year, the COSS program has **27** Admissions and **21** Discharges.

We have been able to take on some new cases this past year as a result of two main factors: First, we have continued to analyze Case Facilitator caseloads with the view of creating capacity by reducing individual hours or in some cases referring to other services such as the Long Term Case Facilitator, Recreation or the Clinical Team where COSS services are not needed. Second, we have added a Full-Time Case Facilitator that has allowed us to increase our service capacity.

Once again in 2018/19 the team has been challenged to look at how we are making use of our time. With the Accounting department we have considered ways that we can maximize our direct service hours. One of the suggestions that came from the COSS team was to try to make our documentation process more efficient. As such, we are now working with a revised Service Planning document that integrates participant goals, progress toward their goals and the Goal Attainment Scale all into one document. We hope this document will help to reduce the time we are taking with documentation and allow for more direct time.

Similarly, in this past fiscal year, we have continued to monitor how we are providing transportation support to our participants through Transportation Agreements. Wherever possible we are encouraging participants to use the public and specialized transportation options available to them. Some of our families have a need for respite. COSS continues to provide a non-traditional form of respite that allows families time to regroup and refresh during the week while we are engaging their family member.

Other activities that the COSS team have organized and/or facilitated in this past year include the Participant/Family Christmas party and the Horticulture Program at NTEC in Port Robinson. COSS staff also supports the WRAP program on Mondays and Fridays and the BIAN Clubhouse each week as in previous years. The first Wednesday of each month we run a lunch group in Niagara Falls. On Mondays, we have started a small group exercise program that is run at the St. Catharines YMCA. This group is becoming increasingly popular and current participants would like to see it expanded to another day in the week. A special thanks to all of our staff who take the initiative to develop these special group activities!

It continues to be a great privilege to serve with this group of people!

SCOTT FARRAWAY
COSS PROGRAM MANAGER

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
LONG TERM CASE MANAGEMENT ANNUAL REPORT
2018 - 2019

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 2018 - MARCH 2019

CASELOAD APRIL 2018	ADMISSION	DISCHARGES / FILE CLOSURES	TRANSFERS	CASELOAD MARCH 2019	WAITLIST MARCH 2019
26 participants	4 1 COSS, 1 Psych, 2 Rural	2	1	27	1

The above statistical information provides an overview of the Long-term Case Facilitators caseload from April 2018 to March 2019. This writer started the fiscal year with 26 participants and ended with 27 participants; there is one participant awaiting service.

REFERRALS/ADMISSIONS

The Long-term Case Facilitator received four referrals during this fiscal year. Two referrals came from Rural Services, one from the agency Psychologist, and one from COSS as it was felt that the participants would benefit from having access to additional support on an as needed basis.

AREAS OF SUPPORT

This writer works collaboratively with the participant to address their immediate needs providing guidance and support as needed. Participants requested support navigating various supports such as the medical system, transportation services, housing services, Government Services (forms and applications), tax services, food banks, and legal services. This writer also supplements the support provided by other departments reinforcing the strategies already put in place and providing additional compensatory strategies as needed.

The Long-term CF provided education around falls prevention, infection prevention, coping strategies, conflict resolution, smoking cessation and self-care. The Long-term Case Facilitator provides emotional support and guidance to participants and their family members. 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 (24 crises were tracked during the aforementioned year).

TRANSFERS

There was one transfer to COSS during this fiscal year due to increased support needs.

DISCHARGES

Two participants were discharged from April 2018 to March 2019: one individual moved out of BICR's catchment area and the other no longer required services as the individual is doing well with their current support network.

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
LONG TERM CASE MANAGEMENT ANNUAL REPORT
2018 - 2019

SPECIAL PROJECTS

- Participation in the Emergency Response Outbreak Committee (EROC) continued through the 2018-2019 fiscal year.
- The Transition / Discharge Survey were completed with participants who were being transferred / discharged from Comprehensive and Modular Services. Twenty six 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
2018 - 2019

GENERAL OVERVIEW

The Personal Effectiveness Training (P.E.T.) is a comprehensive day program in partnership with Ontario March of Dimes (OMOD), serving individuals who require assistance with developing skills prior to returning to work, or becoming active in the community. The services offered are based on 5 components including Life Skills Training, Physical Exercise, Leisure Development, Community Skill Development, and Supported Volunteer Placements. Our long-term objective is to foster growth and development in these areas, but also offer short term programs for the greater BICR participant population.

Life skills training sessions have been offered throughout the year in daily groups, individual sessions, and short-term groups. Topics of life skills activities have included fire safety and prevention, hand hygiene and germs, abuse awareness, anger management, and coping skills for anxiety. Literacy and numeracy have been offered on an individual basis, as well as alternative, augmented communication.

P.E.T. continues to access the YMCA of Niagara and the Kiwanis Aquatic Centre so physical activity is incorporated into weekly routines for participants. P.E.T. has also held 8-week series of seated and adapted yoga, and OMOD funded a Tai Chi for three 8-week blocks throughout the year. PET has continued the “Move & Groove” program for individuals with limited physical abilities, teaching the importance of movement, cardiovascular health, and gentle stretching while having fun. A nearby nature trail is used in the warmer months for fresh air and exercise.

Leisure development groups and classes offered by P.E.T. include programs such as music bingo and music trivia. The latter is often facilitated by a participant, while supported by a staff. Drumming and pet therapy are also popular programs. Music with Phil & Friends is a live performance group which allows participants, students, and staff to sing and play together, while the audience can choose to sing along. Weekly art classes are well attended and have included artistic techniques such as stucco art painting, acrylic pouring, as well as cross stitch and embroidery.

Community Skill development is an important component of the P.E.T. day program. The program continues to offer activities practicing social skills and communication, while offering opportunities to use public transit with support, using real-world experience to practice paying at stores, counting change, and asking for directions. Other community opportunities include the annual BIAN picnic, Balls Falls, mall & movie days, Performing Arts Centre performances, bowling, and the Royal Ontario Museum (ROM). Transportation to the ROM was entirely funded by OMOD, and thanks to the partnership between OMOD and the ROM, the tickets for all participants and support staff were complimentary. Other community events include ceramic painting, OMOD social events, and apple picking at local orchards.

P.E.T. continues to offer a supported volunteering opportunity at the Lincoln Humane Society in the Feline Socializing program on a weekly basis, as well as Community Care once per month for participants.

HIGHLIGHTS & OPPORTUNITIES

- Accredited Music Therapist, Laura Cowal, specializing in neurological music therapy, provides weekly sessions for participants. Through the use of music, activities purposefully engage participants to build social skills, and cognitive skills such as concentration, sustained attention, and memory. Participants are able to perform what they have learned at the annual Christmas Luncheon.

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
PERSONAL EFFECTIVENESS TRAINING ANNUAL REPORT
2018 - 2019

- As an accredited Music Therapist and a registered Psychotherapist, Laura Cowal is now offering a brand-new program for participants focused on using music to identify and process emotions, as a creative form of psychotherapy. The program is time-limited to 8-week sessions with a small, intimate group, where Laura is able to incorporate a variety of counselling techniques with her approach.
- Collaborating with Psychologist Dr. Linda Cudmore and Social Worker Snezana Jevtic, P.E.T. is now providing a social skills development program, focusing on personal health, understanding brain injury recovery, and healthy interpersonal relationships. This program is in response to a Community Skills Survey completed by participants in 2017. The program involves 6 sessions and a follow up session over the period of 4 months.
- P.E.T. continues to have fundraising events such as the annual Christmas Craft Sale. Staff work with participants to create cards, crafts, and canned goods to sell. Highlighted items this year include fashion-forward clothing protectors, and the very popular gift baskets. All proceeds of this event go directly into programming for P.E.T. participants.
- The Recreation department and P.E.T. continue to collaborate during this report period to hold two fundraising dances, the Spring Fling and the Halloween dances. The funds raised at these events go directly back into programming for the participants throughout the year.
- Engaging possibilities is a theatrical program that specializes in engaging individuals who are non-verbal. The group has offered periodical single sessions throughout the year, but will be offering an intensive, fully immersive experience this coming summer. Participants have the opportunity to contribute to an interactive dramatic experience with the public. Participants will have 4 practice sessions creating visual stories, a dress rehearsal, then a two-day immersive and interactive show in partnership with Brock University.
- P.E.T. has the opportunity to work with a local artisan, Leng Teoh, who will be facilitating an art program that will teach participants origami, including the history and cultural significance of the art. Participants will have the opportunity to learn different paper folding patterns for function as well as beauty, and will have their own piece of art to bring home.

KATIE HILL

PET COORDINATOR

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.

RESIDENTIAL SERVICES ANNUAL REPORT

2018 - 2019

GENERAL OVERVIEW

This report covers the period from April 1, 2018 to March 31, 2019. 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 Fridays each week and spends the weekend home with family. This arrangement allows additional individuals the opportunity for weekend respite stays typically offered from Friday evening to Sunday afternoon. During this fiscal year the respite program was able to provide support to 4 separate families. Participants accessing the respite program were provided with an average of 50 hours of weekly 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 any specific goal areas.

Services for all the residential participants were achieved through the dedicated efforts of a supportive team comprised of 2 Program Managers, 2 Team Coordinators, 6 Case Facilitators, 51 Rehabilitation Counselors, and students from various local schools. Staff continue to collaborate with Dr. Linda Cudmore to discuss 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, changes in health status, and behavioural challenges. There continues to be coordination with the Local Health Integration Network – Home and Community Services for occupational and physical therapy, incontinence care, swallowing assessments, and for the facilitation of transitions and referrals to Long Term Care Facilities.

The Richardson Court residence had some renovations completed to both of their bathrooms in the summer of 2018. A fully accessible, tiled shower area was installed in bathroom #1 and repairs to one of the walls was completed in the 2nd bathroom area. This work improved the overall function of the spaces, giving the six participants two fully accessible shower areas.

Parkdale residence had some cosmetic updates to the living area including new paint in the living room and dining room and new updated fixtures. The staff and participants are very happy with the new updated look to their home.

The residential team is committed to the agency's strategic directions with a focus on creating an overall culture of safety. The sites continue to use an electronic medication system (E-Mar) for recording the administrations of medications and to reduce medication errors. We thank Pharmasave for their ongoing partnership.

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

2018 - 2019

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 work 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 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. Once a participant is ready to transition out of the program, the participant must complete an application. 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 FOR 2018-2019:

- There was one transition within the Buckley program that took place within this fiscal year. The participant transitioned out of the program to another similar program in Owen Sound area to be closer to family. With that vacancy it allowed a participant from our St. Paul residence to transfer into Buckley. This participant came into Buckley Program with DSO dollars (Developmental Services of Ontario) allowing Buckley the ability to utilize one-to-one staffing for the participant for approximately six hours per week. Together, the staff and participant work on attending community activities such as woodworking, movies, completing groceries, maintaining apartment and preparing meals.
- The Vocational Department and Buckley staff worked together to assist one of the participants in obtaining an apprentice placement at the I-CANTER Rehabilitation Stable in Ridgeway for a four month period. This placement has challenged the participant in many ways but the rewards have outweighed all the struggles.
- Buckley was the recipient of a generous estate donation. Several participants benefited with furniture, small appliances, kitchenware, beds, bedding and other household items.
- Many participants continue to participate in workouts at the YMCA in Niagara Falls. The ongoing partnership between BIAN and the YMCA make it possible for participants to have a low membership cost.
- 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.

BUCKLEY TOWERS ANNUAL REPORT

2018 - 2019

- The Buckley participants continue to be actively involved in local outings and activities. This includes movie nights, outdoor walking track, and dinner at local restaurants, hockey games, bowling outings and coffee shop time.
- 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.

TINA HORTON

TEAM COORDINATOR

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
ST. PAUL TRANSITIONAL LIVING PROGRAM ANNUAL REPORT
2018 - 2019

GENERAL OVERVIEW

St. Paul Transitional living program offers individuals throughout Ontario, living with the effects of an Acquired Brain Injury and mental health diagnosis a shared living setting with 24-hour support. St. Paul consists of five beds; including one fully functioning apartment with house access, one separate outside apartment, two main floor accessible units and one upstairs bedroom with a private washroom. St. Paul works collaboratively with Canadian Mental Health Association and provides 24-hour support to two CMHA beds on the upper level.

The St. Paul staff work collaboratively with participants to build a personalized program while promoting independence and choices. They have access to a communal kitchen and are responsible for the preparation of their food, with support and assistance from staff as required. Staff at St. Paul provide a wide range of support including; assistance with ADL's, budgeting, meal planning, grocery shopping, cooking skills, public transportation, medication independence and community involvement.

St. Paul provides individuals the opportunity to gain skills and strategies to live independently. Many of the St. Paul participants struggle with addictions to either illicit drugs or alcohol. Assistance in accessing supports within the community is provided in an individualized manner.

St. Paul continues to work closely with the Vocational Department by providing meaningful volunteer and paid work opportunities to our participants. Participants are provided the opportunity to gain work related skills while being provided with on the job staffing support, if required.

Dr. Seyone, Neuropsychiatrist, continues to be an invaluable member within the St. Paul program. Dr. Seyone has continued consulting 6 days per year and is accessible to the program via email in between his visits. Participants living at St Paul have ongoing struggles with their Acquired Brain Injury, and Mental Health diagnosis. Effective medication management plays a vital role to their rehabilitation. Dr. Cudmore, Clinical Director and Psychologist, continues to be an important resource for the participants and staff within the program by providing ongoing counselling and guidance.

HIGHLIGHTS

Through the year, two St. Paul participants transitioned into supported independent apartments. The St. Paul staff have had the privilege of witnessing and being part of many positive changes with participants. One participant utilized a wheelchair every day in long-term care and is now currently walking independently without assistive devices and playing golf weekly. An additional participant has moved from the inside unit to the outside apartment and now attends weekly education classes.

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
ST. PAUL TRANSITIONAL LIVING PROGRAM ANNUAL REPORT
2018 - 2019

CHALLENGES

- Currently St. Paul has two bed openings and is eagerly waiting to fill them during the month of May
- St. Paul works closely with outside agencies and continues to overcome challenges providing a positive discharge living environment.

OBJECTIVES

- St. Paul strives to continue to provide a positive rehabilitation environment for participants.
- Continue to explore outside resources for participants within the Niagara Region and throughout other regions within Ontario
- Continue to encourage and promote community involvement
- Continue to build and maintain community partnerships
- Continue to encourage and develop participant/ family relationships

JENNIFER GALL

TEAM COORDINATOR

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
PSYCHOLOGY SERVICES ANNUAL REPORT
2018 - 2019

During the 2018-2019 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. Psychology Services continues to offer clinical services including: 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. Referrals to Psychology Services may come from Intake/Case Management, COSS, Residential and Modular Services. Referrals may also come from external sources (e.g., family physicians, hospitals). There were 14 new referrals for Psychology Services and 14 file closures this year. Services provided to the large majority of individuals who are referred to Psychology are funded by the Ministry of Health. There are currently 6 individuals receiving fee-for-service assessment/ treatment intervention from the Psychologist.

Over the past year, Psychology Services have been provided to 55 unique participants, with an average of 30 participants being seen each month. Waiting time for initial service is approximately 16 weeks for individual counselling, and 39 weeks for those individuals referred for assessment. Psychology Services provided to participants of BICR totaled approximately 60 percent of the Psychologist's weekly hours, including both direct and indirect services to either individuals or family members / support persons of participants. The Psychologist also spends time involved in administrative duties and training / educational opportunities. Regular monthly meetings continue between the Psychologist and the agency Social Worker in order to ensure that clinical services are meeting the needs of participants that are referred across the agency, along with reviewing opportunities for providing support to BICR staff and general professional issues. Additionally, the Psychologist continues to monitor the use of the Goal Attainment Scale (GAS) which is implemented by the agency to evaluate the impact of the intervention services that we provide. The GAS assists both participants and their support staff to set individual goals and to track progress toward goal accomplishment. A review of the GAS forms that were completed over the course of the year shows that on average, 65 percent of BICR participants met or exceeded their previously identified goal(s).

The Psychologist remains involved with the Management team (e.g., meetings and management planning days), the Behavioral Review Committee, and the Admissions Committee. The Psychologist also participates in the St. Paul Transitional Program quarterly meetings to review applicants for admission to this program. Training for newly hired staff in the area of Behavioural Principles and Practices (Understanding and Working with Behaviour Following ABI) continues to be provided by the Psychologist, as required. As a result of interest in the area of Mindfulness practice expressed at Staff and Community Open Space forums, the Psychologist and Social Worker have presented an Introductory Mindfulness training for staff on multiple occasions, and are in the process of preparing a Mindfulness training presentation for participants and families. The Psychologist and Social Worker have also collaborated with the PET Coordinator to offer a 7-week educational and skills-based group on "Living Your Life After Brain Injury". Throughout November and December 2018, the Psychologist supported a Masters student in Speech-Language Pathology from the State University of New York at Fredonia to recruit participants from our agency for her thesis study. Her research focused on the impact of brain injury on word retrieval abilities in individuals with high and low cognitive reserve, and she recently went on to win a State scholarship for her research project.

This year, the Psychologist had the opportunity to participate on an agency-organized working group tasked with performing a perspective analysis for our Participant Incident / Accident reporting procedures. This committee reviewed and made recommendations to the senior management team regarding the important aspects of this process. The Psychologist also had an opportunity to serve on a Community Clinical Advisory Panel comprised of various regulated health professionals who work in the field of acquired brain injury. This group gathered to review issues and challenges related to initial assessment and care planning for participant needs, how to effectively implement care plans and how to establish effective community partnerships for interdisciplinary care.

It has certainly been a busy year for Psychology Services, with the opportunity for varied and meaningful involvement in supporting participants and families, BICR staff and community members who work in the field of acquired brain injury.

LINDA CUDMORE, PH.D., C.PSYCH.

PSYCHOLOGIST AND CLINICAL DIRECTOR

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
SOCIAL WORKER ANNUAL REPORT
2018 - 2019

GENERAL OVERVIEW

Over the past year, the Social Work department has been very busy servicing an average of 51 participants and family members per month. The requests for service have been primarily for individual counseling and family education. Nineteen new participants were added to the caseload and seventeen participants were discharged. There is a current waiting list of 10 participants.

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. During the year there have been a variety of issues that have been predominant for the Social Work program including 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 collaborative opportunities for staff to discuss participant issues or concerns as required and continues to work closely with staff members in order to best serve the needs of our participants. The Social Worker sits on the Admissions and Wellness Committees. The Social Worker worked together with the Clinical Director to create and deliver an introductory Mindfulness training to staff. Three training sessions in total were completed; two sessions for staff and one for Managers. The Social Worker and Clinical Director also collaborated with our PET program to create a Living Your Life After Brain Injury Group. This pilot group started at the end of March and it will run for 7 sessions. Five participants registered for the group.

It is with excitement that I look forward to continued growth and development of the Social Work program over the next year.

SNEZANA JEVTIC
SOCIAL WORKER

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
PROJECT MANAGER ANNUAL REPORT
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“Great things in business are never done by one person. They’re done by a team of people.”

projectmanager.com

The last year was a significant year of change and opportunity for the administration staff team. The agency said farewell to Sharon Coulson and Melissa Pett, and welcomed Sarah Peters, Maureen Walker and Komal Thakor to the department.

In support of these changes, Jayme Richardson assumed new duties in her role as Administration Assistant. Jayme’s enthusiasm and experience ensured a smooth transition for the agency. Nikki Hollingshead (Receptionist) adjusted her hours of work to part time, which created a second part time Receptionist position being available. Sarah Peters was hired for this position but when opportunity arose was able to move into a full time Administration Assistant position. Maureen Walker was then hired as part time Receptionist. Lastly in January 2019, Komal Thakor joined the team as Administration Assistant overseeing records management.

Many thanks to everyone on the administration team – these changes were significant and the team’s dedication and flexibility ensured the year’s success!

PRIVACY AND PERSONAL HEALTH INFORMATION

In October 2017, the Information and Privacy Commissioner of Ontario (IPC) released new regulations requiring mandatory reporting of privacy breaches to the IPC by health information custodians such as BICR. In 2018, BICR started tracking these certain kinds of privacy breaches and in 2019, BICR completed its first annual report to the IPC.

As Privacy Officer, this writer facilitated Documentation Orientation training to new staff and Refresher training to existing staff. Some topics that were included in training were the new mandatory reporting requirements, a review of the agency’s privacy policies and processes, consent management, breach or suspected breach in privacy, lock-box requests, access, correction and releasing information to participants, and releasing information to external sources.

An extensive and in-depth review was conducted of participant records stored in off-site storage. The large scale project involved all members of the administration department and focused on organizing all archived paper files for participants and applicants filed since the agency’s inception. With this reorganization, the agency is now able to identify and plan for the destruction of records in accordance with the agency’s retention schedule.

ACCREDITATION CANADA

The next Accreditation Canada survey visit will be in May 2020. As a first step in preparing for the survey, two survey questionnaires were completed by staff: 94 staff completed the Patient Safety Culture Tool and 110 staff completed the Worklife Pulse Tool. BICR will review the results of both and develop strategies to address any concerns identified.

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
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As always, Participant Safety initiatives were a priority for the agency. The Participant Safety Steering Committee provided statistics and noted a number of trends in their quarterly report to the Board of Directors. Although no longer a mandatory requirement for Accreditation Canada, BICR continues to utilize Prospective Analysis to identify and prevent problems before they happen, specifically around the area of participant safety. An ad-hoc team consisting of staff members from across the agency as well as a client representative used Errors of Omission analysis to review the agency's participant incident/accident reporting process. The result is an updated Participant Incident/Accident Form and a clearer overall reporting process which will be introduced to staff in late spring.

STRATEGIC INFORMATION SYSTEMS PLANNING (SISP)

BICRtracker: The agency began design and development of BICRtracker, a new database management system. It replaces the old Tracker application which was developed in Microsoft Access '97 over 18 years ago. The new solution is web-based and will reside on BICR's network infrastructure. It uses a similar design and user-interface as the current BICRshare application and will integrate with it to create a seamless experience for the user. BICRtracker will manage all community, staff and participant contacts including mailing lists, participant information (demographics, service and care planning, etc.) and human resources information (staff/student/volunteer/applicant demographics, training, position, status, etc.). In addition, the solution will provide both a list of existing reports for staff to use as well as allow simple customized reports to be created.

SERVER MAINTENANCE AND RESTORATION ENHANCEMENT: In addition to existing back up procedures including nightly back up to tapes on a rotating schedule, and both on-site and off-site storage, BICR made a number of changes to its server configuration and hardware to better enable the agency to recover from disaster.

INVENTORY: In its ongoing goal to replace antiquated systems, the agency continued to target replacement of computer systems in the 8-10 year old range.

OTHER HIGHLIGHTS

- Georgette Day, cleaning staff at Schmon Parkway and Martindale Road offices, retired after 22 years of caring and dedicated service. Emerald Janitorial Services was hired on in replacement.
- Routine home inspections were completed for Richardson Court, Parkdale Place and Promenade Richelieu residences. Items identified for attention have been addressed or added to ongoing and long range maintenance plans.
- Participated on the Transportation (Strategic Direction) task group which focused on creating an electronic mileage form for staff and staff completion of Transportation Agreements.
- The Emergency Response Plan and Outbreak Committee (EROC) followed its yearly checklist of tasks and completed its annual test of the emergency plan. The Inclement Weather portion of the ERP was utilized several times as southern Ontario experienced severe winter weather conditions this past winter.
- Participated on the French Language Services Committee (FLS) and completed the annual FLS assessment for the LHIN.

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GOALS FOR THE UPCOMING YEAR:

- Coordinate and prepare for the 2020 Accreditation Canada Survey. Review Standards and complete the Self-Assessment process, responding to flags as required.
- As a member of the Infection Prevention and Control AC task group, review the IPAC standards and respond to any gaps that need to be addressed.
- Coordinate and participate in external risk audit.
- Manage PHIPA requests and questions regarding privacy. Facilitate PHIPA training for support staff.
- Rollout new electronic mileage form as part of this year's Transportation strategy.
- Rollout new Participant Incident/Accident form and process.
- Destroy participant records as per the agency's retention schedule.
- Create policies and strategies in support of the agency's French Language Services initiatives.
- Complete development and installation of the BICRtracker database system.
- Target replacement of computer systems in the 8-10 year old range.

HEATHER OLSZEWSKI
PROJECT MANAGER

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
DIRECTOR OF HUMAN RESOURCES ANNUAL REPORT
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During the 2018-2019 fiscal year, Human Resources continued to demonstrate their commitment to working strategically with the agency's leaders to advance the overall mission and strategic objectives of BICR. We strived to provide leadership and guidance through various human resource programs and services.

The following are highlights from the year:

WORKLIFE PULSE SURVEY

In preparation for the agency's Accreditation Canada survey in 2020, the agency administered the Worklife Pulse Survey to all staff as required of the process. We had 110 staff from all levels of the agency respond to the survey, which is an 83% response rate. Noteworthy feedback from staff that responded to this assessment included over 80% that either **agreed or strongly agreed**:

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

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

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

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

COMPLIANCE WITH CHANGING EMPLOYMENT LEGISLATION

In the fall/winter of 2018, the Ontario Government proposed and passed Bill 47 Making Ontario Open for Business Act. Bill 47 makes many significant changes to various pieces of legislation governing employment and labour relations in Ontario, principally the *Employment Standards Act, 2000* ("ESA") and the *Labour Relations Act, 1995* ("LRA"). Bill 47 reverses many of the changes to the ESA and LRA that were enacted by the previous government in Bill 148 in late 2017, but does not constitute a straight repeal of Bill 148.

With respect to the ESA, Bill 47 (not an exhaustive list):

- Cancelled the legislative increase to minimum wage and actually froze it until 2020 at which point it will be adjusted annually by the rate of inflation,

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- Removed the entitlement to 2 paid and 8 unpaid Personal Emergency Leave (PEL), and substituted for it three unpaid sick days, three unpaid family responsibility leave days, and two unpaid bereavement leave days;
- Cancelled a range of scheduling protections that were part of Bill 148 and were scheduled to come into force on January 1, 2019;
- Repealed new public holiday pay calculations introduced by Bill 148;
- Maintained existing vacation entitlements, including three weeks of vacation for employees with five or more years of service, and maintains domestic and sexual violence leave.

Naturally, the agency responded to these changes by quickly amending and communicating policy updates with staff. Moving forward, the agency remains committed to responding quickly to any future ESA changes in a manner that puts our employees first and minimizes the unintended negative impact it may have on them.

AGENCY'S COMMITMENT TO HEALTH AND SAFETY

The multi-site Joint Health & Safety Committee continues to cultivate a collaborative partnership with the leadership team in maintaining a strong commitment to the health, safety and wellness of each staff member. As with past years, the JHSC continues to promote and facilitate health and safety initiatives, such as recognizing the annual NIOSH (National Occupational Safety & Health) week and National Day of Mourning, conducting monthly hand hygiene audits at each location, diligent follow up with employee incidents, accidents, and hazards/near miss and including timely health, safety and wellness articles in the Internal Digest.

Likewise, the JHSC continues to review and examine all employee incidents, accidents, and hazards/near misses (IAHs) for trends and prevention. In 2018, there were a total of (30) IAHs, with (5) of these receiving some form of health care (i.e. First Aid). Moreover, (5) claims were filed with WSIB, with a total of (2) lost time claims. These numbers continue to be well below the average for our industry.

MANAGING....DISABILITY MANAGEMENT

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

This past fiscal year, we have successfully maintained at work over a dozen employees with job accommodations/restrictions resulting from a non-occupational injury. Furthermore, the length of time we are maintaining an employee's restrictions has increased from 4-6 weeks to an average of three plus months.

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Such accommodations/restrictions have included temporary, modified or reduced work schedule, modified or reduced work load/duties, relocation to a different program or job site, and ergonomic or environmental changes to work sites/stations.

AGENCY FOCUS ON EMPLOYEE REWARDS & RECOGNITION

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 a generous budget that funded many staff events including Staff Appreciation Party, Children's Christmas Party, Staff Holiday Dinner, and Family Day Skate.

Furthermore, the agency continues to recognize staff by 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, funding external training opportunities, offering an employer matching RRSP program, offering Group Health benefits to full and part time staff, and providing each manager a budget for a departmental luncheon during the holiday season. Moving forward, the management team will continue to look for formal and informal ways to recognize staff contributions in a manner that is meaningful and valuable to our employees.

SUMMARY

The HR department is committed to employees through a focus on process improvement, customer service, talent management, employee/ manager/leadership development, employee engagement and retention, health and wellness, and strategic workforce planning. We contribute to BICR's mission and vision by providing professional HR services that are effective, efficient and timely. Our focus is to provide integrated, innovative people-centered supports that foster attraction, retention and development of an engaged, healthy and effective workforce supporting the strategic direction of the agency. By working collaboratively with the management team and embracing new technologies and innovative ways of operating, we will continue to focus on the following initiatives:

- Manage routine processes effectively and efficiently including working towards paperless processes
- Increase focus on organizational culture and employee engagement
- Increase focus on Talent Management – performance management and succession planning
- Manage day to day HR processes by optimizing new and existing data management systems
- Drive health, safety and wellness initiatives
- Stay current and respond to ever changing legislative changes that impact policies and procedures
- Build internal HR capacity in capabilities and resources in order to be credible advocates for great HR practice

Respectfully submitted,

ERICA LAPLANTE

DIRECTOR OF HUMAN RESOURCES

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

The recruitment function continues to be an active HR function, and this fiscal year was no exception. There were many opportunities for growth and internal mobility this year as a result of leaves and resignations. In total, 94 interviews were conducted for various openings.

CHANGES	NUMBERS
External Hires - 28	16 (relief status positions) 4 (part time status positions) 2 (full time status positions) 6 (contract positions)
Departures - 26	21 Resignations 5 (end of contract positions)
Internal Movement/Promotions - 20	9 (permanent full time positions/promotions) 6 (permanent part time appointed) 5 (full time temporary contracts)

BICR was fortunate to receive funding for four (4) summer students through Canada Summer Student Jobs in the Recreation Department and within Residential Services.

EDUCATION

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 fiscal year included: mental health first aid training, suicide prevention training, addictions and harm reduction training and food handling certification training.

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 health and wellness, HR also arranged for a variety of information in-services facilitated by internal facilitators and external partners on such topics as: mindfulness training, driving improvements, workplace violence prevention, lifts and transfers, crisis intervention management training, infection prevention and routine practices, and an overview of our EFAP services through Homewood Health and workshop on improving workplace communication.

VOLUNTEERS

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 60 outstanding individuals have volunteered approximately 2,500 hours of their time to BICR over the past fiscal year.

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BICR has supervised and mentored 15 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 2017-2018 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 physical fitness routines and special events they provide an additional means of support and encouragement for all those participants involved.

Additionally, BICR has a dedicated group of volunteers in non-front line roles that are involved with fundraising events such as the agency's monthly bingo sessions and annual golf tournament.

KIERSTEN ARNOLD
HUMAN RESOURCES / VOLUNTEER COORDINATOR

This past year has again been one of exciting change for the agency. Some of the more significant additions, in terms of newly acquired resources, include capital improvements at some of our residential sites, new flooring at Unit 10 as well as the acquisition of two new agency vehicles. As part of the ongoing Strategic Information Systems Plan (SISP), several computers and laptops were replaced while work continued on our new participant database - BICRTracker. Collaborating with colleagues to monitor and improve the Quality of our Services as well as working with the Transportation Committee to increase the efficacy of our transportation model continued to offer opportunities to view the agency through a different lens.

With home inspections taking place at Richardson Court, Parkdale Place and Promenade Richelieu last fall, more urgent tasks were attended to while plans were made act on all other recommendations. At the Richardson Court residence, two out of three bathrooms were upgraded. While one was completely renovated (back to the joists), the other received upgrades that included replacing drywall, flooring, and a bath/shower enclosure. These improvements should increase the life of these rooms for several more years. *Many thanks are extended to Susan Poch, Senior Program Consultant, Housing Programs, Supportive Housing and Community Services Unit of the Ministry of Health and Long-Term Care for making this happen.* At the Parkdale Place residence, three large windows were replaced. In addition, new flooring was added throughout most of the space at the PET site located at Unit 10 on Martindale Road. Moving from carpet to a vinyl plank surface will provide for a more durable flooring space that is also much easier to maintain. *Many thanks are extended to Miriam Johnston, Senior Program Consultant, Supportive Housing and Community Services Unit, Justice, Forensics and Supportive Housing Branch (Ministry Managed Program or MMP) of the Ministry of Health and Long-Term Care for assuming the lion's share of this project as well as March of Dimes Canada for their contribution.*

BICR also purchased two new vans during the year. The first, located at the Main Office, replaces a 12 year old accessible van used primarily by the Community Outreach Support Services (COSS) program. The second was located at Parkdale Place, while the van at that residence moved to the Buckley Towers site. Having a fleet of vans available at each residential site and also available for the COSS and Modular Services programs makes travel to our programs and services a little easier for those with limited transportation options. *Many thanks are extended to Delta Bingo for the proceeds from several bingos that was used towards the purchase of one van.*

As part of the Strategic Information Systems Plan (SISP), several computers and laptops were replaced again this year. In addition, work continued on the new participant database (BICRTracker) that the MMP sponsored last year. Once testing is finalized, this database will be ready for use. Internally, and with input from the Transportation Committee, BICR now has a new electronic mileage reimbursement form now available for staff to use. While staff still have to enter all information related to travel, the form will add up kilometres travelled and also calculate reimbursement amounts reducing some tedious tasks. *Many thanks to Jayme Richardson, Administrative Assistant, BICR.*

The Quality Committee continued meeting throughout the year to monitor and communicate the results of current initiatives. Completing the second full year with senior front-line staff, these same people have started taking on more active roles in moving our quality agenda forward. At the time of writing, The Quality Plan for 2019/2020 is being finalized. As always, the overall goal is to provide the highest quality of care regarding the participant and family experience.

With the Strategic Direction related to Transportation, the Committee finalized the majority of ground work started the previous fiscal year. During the current year, most of the activity has been spent ensuring that new Transportation Agreements are in place, reviewing actual practices and communicating results. In future, these agreements will form another part of Individual Support Plans with the objective being to recognize this need and increase opportunities in a more fair and equitable manner across the agency.

From an expenditure review in 2017/2018 focusing on contracts with Bell Canada, Bell Mobility and Cogeco, we realized savings of over \$6,000 during the 2018/2019 fiscal period. This year, we are hoping to further our savings with communication devices with a formal Telecom Audit (external this time). In addition, we hope to harmonize the purchase of goods and services at all sites, review data interpretation practices for a few of our indicators, continue to explore other opportunities related to technology and finally prepare for the May 2020 Accreditation Canada review.

Again, much appreciation is extended to Jamie Bird and Toni Bessette for their ongoing commitment to BICR and the functions that they perform every day in supporting the needs of staff, participants and all other agency stakeholders.

SANDRA HARDING, CGA

DIRECTOR OF FINANCE

INDEPENDENT AUDITOR'S REPORT

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

Qualified Opinion

We have audited the financial statements of Brain Injury Community Re-Entry (Niagara) Inc. (the Organization), which comprise the statement of financial position as at March 31, 2019, and the statements of revenue and expenses, accumulated surplus, and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, except for the effects of the matter described in the Basis for Qualified Opinion section of our report, the accompanying financial statements present fairly, in all material respects, the financial position of the Organization as at March 31, 2019, and its financial performance and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Qualified Opinion

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.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Organization in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified opinion.

Responsibilities of Management and Those Charged with Governance 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.

In preparing the financial statements, management is responsible for assessing the Organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Organization's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.


As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit 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 Organization's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Organization to cease to continue as a going concern.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

The engagement partner on the audit resulting in this independent auditor's report is Lawrence A. Iggulden, Hons. B.A., FCPA, FCA.

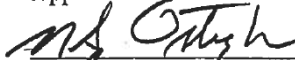
St. Catharines, Ontario
May 31, 2019


PARTRIDGE IGGULDEN LLP
Chartered Professional Accountants
Licensed Public Accountants

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.**STATEMENT OF FINANCIAL POSITION****MARCH 31, 2019**

	<u>2019</u>	<u>2018</u>
<u>ASSETS</u>		
CURRENT ASSETS		
Cash	\$ 491,780	\$ 484,717
Cash - Funds held for residents	27,053	32,500
Accounts receivable (Note 3)	75,094	67,971
Prepaid expenses	<u>21,579</u>	<u>13,001</u>
	<u>615,506</u>	<u>598,189</u>
RESTRICTED CASH		
Richardson Court Facility Reserve (Note 4)	3,635	50,599
Reserve Fund (Note 5)	<u>912,895</u>	<u>888,663</u>
	<u>916,530</u>	<u>939,262</u>
FIXED ASSETS (Note 6)	974,404	939,440
GOODWILL (Note 7)	<u>85,577</u>	<u>85,577</u>
	<u>\$ 2,592,017</u>	<u>\$ 2,562,468</u>
<u>LIABILITIES</u>		
CURRENT LIABILITIES		
Accounts payable and accrued charges (Note 9)	\$ 367,860	\$ 436,554
Subsidy payable	250,340	156,854
Deferred revenue	5,254	7,282
Liability for resident funds	27,053	32,500
Current portion of long-term debt (Note 10)	<u>28,038</u>	<u>27,087</u>
	678,545	660,277
LONG-TERM DEBT (Note 10)	420,223	448,261
COMMITMENTS (Note 11)		
	<u>1,098,768</u>	<u>1,108,538</u>
<u>NET ASSETS</u>		
UNRESTRICTED ACCUMULATED SURPLUS		
PROMENADE RICHELIEU	379,724	379,724
EXTERNALLY RESTRICTED - RICHARDSON COURT		
FACILITY RESERVE (Note 4)	3,635	50,599
INTERNALLY RESTRICTED - RESERVE FUND (Note 5)	<u>1,109,890</u>	<u>1,023,607</u>
	<u>1,493,249</u>	<u>1,453,930</u>
	<u>\$ 2,592,017</u>	<u>\$ 2,562,468</u>

Approved on behalf of the Board:


, Director


, Director

St. Catharines, Ontario

May 31, 2019

The accompanying notes are an integral part of the financial statements

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.**STATEMENT OF REVENUE AND EXPENSES****YEAR ENDED MARCH 31, 2019**

	<u>2019</u>		<u>2018</u>	
REVENUE				
Ministry of Health	\$ 5,919,184	91.0 %	\$ 5,919,183	91.1 %
Ministry of Health - Richardson Court Facility	74,903	1.2	74,394	1.1
Fee for service	417,792	6.4	412,788	6.4
Rental income	76,767	1.2	76,965	1.2
S.E.E.D. grants	13,351	0.2	10,397	0.2
	<u>6,501,997</u>	<u>100.0</u>	<u>6,493,727</u>	<u>100.0</u>
EXPENSES				
Building and grounds				
Amortization	27,087	0.5	26,143	0.4
Occupancy costs	172,533	2.7	169,226	2.6
Interest on long-term debt	16,918	0.3	17,863	0.3
Utilities	41,421	0.6	43,952	0.7
Maintenance	120,262	1.8	112,555	1.7
Contracted out	19,470	0.3	19,522	0.3
Employee benefits	685,491	10.5	671,179	10.3
Equipment	24,369	0.4	25,899	0.4
Insurance	57,543	0.9	53,340	0.8
Office	15,298	0.2	17,399	0.3
One time approved capital expenditures	12,780	0.2	59,380	0.9
Participant costs	119,867	1.8	135,668	2.1
Professional fees	21,245	0.3	17,534	0.3
Supplies	65,190	1.0	60,120	0.9
Telephone and general expenses	59,563	0.9	74,306	1.1
Training	44,429	0.7	43,013	0.7
Transfer to facility Reserve Fund	1,593	-	2,493	-
Travel	132,021	2.0	139,911	2.2
Wages	<u>4,782,656</u>	<u>73.6</u>	<u>4,825,958</u>	<u>74.3</u>
	6,419,736	98.7	6,515,461	100.3
Expense recoveries	<u>(110,320)</u>	<u>(1.7)</u>	<u>(115,027)</u>	<u>(1.8)</u>
	<u>6,309,416</u>	<u>97.0</u>	<u>6,400,434</u>	<u>98.5</u>
OPERATING SURPLUS	192,581	3.0	93,293	1.5
MINISTRY OF HEALTH FUNDING REPAYABLE	<u>(129,595)</u>	<u>(2.0)</u>	<u>(69,703)</u>	<u>(1.1)</u>
NET OPERATING SURPLUS	<u>\$ 62,986</u>	<u>1.0 %</u>	<u>\$ 23,590</u>	<u>0.4 %</u>

The accompanying notes are an integral part of the financial statements

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.

DONATIONS AND SPONSORSHIP

2018 - 2019

DONATIONS AND SPONSORSHIPS 2018 – 2019		DONATIONS IN MEMORY
Applebees	Luc Savoie	Geoff Takach
BEAM	Marlin Travel	Maaik (May) Vermeulen
Beatties Basics	Meridian Credit Union	
Bestway Bedding	Micro Tech Niagara Inc.	
Canada's Pro Plumbing & Rooter Inc.	Minuteman Press	
Corporate Facility Supply	Mountainview Properties	
David Shapiro Barrister & Solicitor	Partridge Iggulden Inc.	
Dempsters Bread Niagara Falls	Patricia Fryer Associates Inc.	
Designs by Santy Inc.	Petals Floral & Event Design	
Diana Marshall	Phil Garner	
Durward Jones Barkwell & Co. LLP	Picasso Salon	
Emerald Janitorial Services	Protec Property Maintenance	
Ethan Moreau	Remax Niagara Realty	
Family First Pharmacy	Royal LePage – Karl Regier	
Fire Incorporated	Strada West Eat & Sip House	
Four Points Sheraton	Terranel Ltd	
Frank's Feather and Fin Ltd.	Thorold Foodland	
Guy Rizzo	Total Healthcare Solutions	
Harvey Moving & Storage Inc.	Transportation Safety Training	
Heartland Forest	Tricky Vapour	
James Wilder	Walker Industries Holdings Limited	
Lancaster Brooks and Welch LLP	Wendy Kane	
	Youngs Insurance	

We would also like to recognize the many individuals who have contributed to our agency during the 2018-2019 fiscal year.

A special thank you to all!!