

ANNUAL REPORTS
2007-2008

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**PRESIDENT'S ANNUAL REPORT
2007-2008**

Welcome to our 20th Annual General Meeting. We have had another successful year at Brain Injury Community Re-entry (Niagara) Inc. (BICR), which included welcoming Dr. Linda Cudmore as a new Director to the Board of Directors.

Over the past year, the Board members have updated the Board of Directors Orientation Manual so that it now contains up-to-date information and includes the agency's new logo, which was introduced earlier this year. The Manual also features a revised Vision Statement for the agency. As part of this process, staff were invited to submit updated Vision Statements, with a small prize going to the winner as a symbol of our appreciation.

Recently, the Ministry of Health and Long Term Care changed the method of financing at BICR. There are now two methods: financing from the Ministry of Health and Long Term Care, as well as financing from the Local Health Integration Network (LHIN). While this is important for the agency, it does not change the day to day operations in any way.

As part of the residential update, the Board has optioned some land for a new residence in Welland, but we have a few bridges to cross before we can build. We are hoping to start construction in Spring 2009.

Spring 2009 will also see the agency undergo another survey by the Canadian Council Health Services Accreditation (CCHSA). Staff and Directors have already begun preparing for the survey. In previous years, we have been very successful in this endeavor and hopefully we will be again.

As President, I would like to thank the Board of Directors for the continuous success of Brain Injury Community Re-entry (Niagara) Inc. May we continue to help those in need.

God Bless everyone.

**NICK OSTRYHON
PRESIDENT**

**RAPPORT DU PRÉSIDENT
2007-2008**

Bienvenue à notre 20^e assemblée générale annuelle. Nous venons de conclure une autre année productive à Réintégration communautaire des personnes ayant une lésion cérébrale (Niagara) inc., marquée notamment par l'arrivée de la D^{re} Linda Cudmore au sein du conseil d'administration.

Au cours de la dernière année, le conseil d'administration a mis à jour le manuel d'orientation des membres du conseil d'administration et y a inclus le nouveau logo de l'organisme, lequel a été adopté plus tôt cette année. Le manuel renferme aussi la vision révisée de l'organisme. Dans le cadre de ce processus, nous avons invité les membres du personnel à proposer des énoncés et remis, en gage de notre reconnaissance, un petit prix au gagnant.

Par ailleurs, le ministère de la Santé et des Soins de longue durée vient de changer le mode de financement du centre. En effet, il y a maintenant deux sources de financement : le ministère de la Santé et des Soins de longue durée et le Réseau local d'intégration des soins de santé (RLISS). Bien que ce changement soit important pour l'organisme, il n'a aucun effet sur ses activités quotidiennes.

En ce qui concerne les programmes en établissement, le conseil a obtenu une option d'achat à l'égard d'un terrain à Welland en vue d'y bâtir un nouvel immeuble, mais il reste encore beaucoup de démarches à faire avant la mise en chantier. Nous espérons lancer les travaux de construction au printemps 2009.

Au printemps 2009, le centre fera de nouveau l'objet d'une visite par le Conseil canadien d'agrément des services de santé. Les membres du personnel et du conseil d'administration ont déjà entrepris la préparation en vue de cette visite. Par le passé, nous avons connu beaucoup de succès à ce chapitre et espérons en connaître autant l'année prochaine.

En tant que président, je tiens à remercier le conseil d'administration de la réussite soutenue de Réintégration communautaire des personnes ayant une lésion cérébrale (Niagara) inc. J'espère que nous continuerons à aider ceux qui en ont besoin.

Que Dieu vous bénisse tous.

**NICK OSTRYHON
PRÉSIDENT**

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
EXECUTIVE DIRECTOR'S ANNUAL REPORT
2007-2008

It is hard to believe that Brain Injury Community Re-entry (Niagara) Inc. (BICR) is celebrating 20 years of service delivery in the Niagara Region. This has been a very busy and exciting year. I congratulate all staff who are celebrating 5, 10 and 15 year service awards, this is a great achievement for all. This year the Board of Directors and I are sad to announce that Maggie Smith has completed her 3rd term (9 years) as a Board member and is leaving the organization. Maggie will be missed greatly on the Board and the Behavioural Review Committee where she served for several years; her experience and leadership have always been greatly appreciated.

Once again BICR staff have performed their duties exceptionally, the participants and family surveys expressed glowing results. The staff should be very proud of the difference they make each and every day in the lives of our participants. As part of measuring our continued service delivery BICR performed a staff satisfaction survey. The staff survey revealed that BICR continues to be a leader in providing opportunity and is an exceptional employer. The staff highlighted staff appreciation, wellness, our Open Space Forum, open door of management and training opportunities as evidence of the organization's commitment to our staff.

The organization has made enhancements to the website, telephone system, voicemail and has purchased new scheduling software. The enhancements mentioned above will allow continued, seamless service delivery to our participants. BICR continues to provide services across all spectrums of the Niagara Region and has created a new position to help acquired brain injury (ABI) persons residing in Long Term Care Facilities.

The Board, staff and management continue with fundraising initiatives that include golf and bowling tournaments and bingo. This year BICR did work with third party insurance companies that allowed our organization to provide increased services to persons on our waitlist.

The organization is in the process of purchasing land in Welland to build a residential site to replace the St. Lawrence building. The new residence will be similar, yet more modern than our Richardson Court residence. The Board is very excited to embark on this project.

In closing, I take great pride in thanking all the Board of Directors, management, staff and volunteers for their dedication and support to BICR. I continue to be amazed at the progress our participants make. BICR continues to provide exceptional service to persons with an ABI in the Niagara Region. I look forward to continued success in the coming years.

FRANK GRECO
EXECUTIVE DIRECTOR

RAPPORT ANNUEL
RAPPORT DU DIRECTEUR GÉNÉRAL
2007-2008

C'est incroyable : le centre Réintégration communautaire des personnes ayant une lésion cérébrale (Niagara) inc. célèbre déjà 20 ans de prestation de services dans la région de Niagara. L'année écoulée a été fort occupée et des plus stimulantes. Je tiens à féliciter tous les membres du personnel dont on souligne les 5, 10 et 15 années de service; voilà tout un accomplissement. Cette année, le conseil d'administration et moi-même avons le regret d'annoncer que Maggie Smith a terminé son troisième mandat (9 ans) en tant que membre du conseil et qu'elle quitte l'organisation. Cette dernière manquera beaucoup au conseil et au comité d'examen du comportement, auquel elle a siégé pendant plusieurs années. Son expérience et ses qualités de chef ont toujours été grandement appréciées.

Une fois de plus, les membres du personnel du centre se sont acquittés de leurs tâches avec brio comme en témoignent les superbes résultats aux sondages réalisés auprès des participants et des familles. Ils devraient être très fiers de la différence qu'ils font jour après jour dans la vie des participants. Parmi les mesures prises pour évaluer la prestation continue des services, le centre a effectué un sondage de la satisfaction du personnel. Celui-ci a révélé que Réintégration communautaire des personnes ayant une lésion cérébrale (Niagara) est un employeur exceptionnel et qu'il continue à être un chef de file en matière de création de possibilités. Le personnel a mis en évidence la reconnaissance manifestée à son égard, le bien-être, le forum, l'ouverture des cadres et les occasions de formation en tant que preuves de l'engagement de l'organisation envers lui.

L'organisation a apporté des améliorations au site Web, au système de téléphone et à la messagerie vocale, et elle a fait l'acquisition d'un nouveau logiciel d'établissement d'horaires. Ces améliorations favoriseront la prestation continue et uniforme de services aux participants. Le centre continue à fournir des services partout dans la région de Niagara et il a créé un nouveau poste dans le but de prêter assistance aux personnes ayant une lésion cérébrale acquise (LCA) qui vivent dans un établissement de soins de longue durée.

Le conseil, le personnel et l'administration poursuivent leurs activités de financement, y compris les tournois de golf et de quilles et le bingo. Cette année, le centre a collaboré avec des compagnies d'assurance de responsabilité civile afin de fournir plus de services aux personnes dont le nom figure à sa liste d'attente.

Par ailleurs, le centre s'apprête à acheter un terrain à Welland en vue de construire un établissement résidentiel pour remplacer l'immeuble St. Lawrence. Le nouvel immeuble ressemblera à la résidence Richardson Court, mais il sera plus moderne. Le conseil est très heureux d'entreprendre ce projet.

Enfin, c'est avec une grande fierté que je remercie tous les membres du conseil d'administration, de la direction et du personnel ainsi que les bénévoles de leur dévouement et du soutien qu'ils accordent à Réintégration communautaire des personnes ayant une lésion cérébrale (Niagara). Je ne cesse de m'émerveiller devant les progrès que réalisent les participants. Le centre continue à fournir des services exceptionnels aux personnes de la région de Niagara qui sont atteintes d'une lésion cérébrale acquise. Je me réjouis à la perspective d'un avenir prospère.

FRANK GRECO
DIRECTEUR GÉNÉRAL

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
ACCOUNTING & FINANCE ANNUAL REPORT
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During this fiscal year, we saw significant changes in our reporting relationship with the Ministry of Health and in the new reporting requirements. In addition, the Balanced Scorecard was revised to measure the progress of our new Strategic Directions. At an operational level, this department continued to support the many initiatives the agency embarked upon.

Effective April 1, 2007, as part of the Ministry of Health's promise to improve access to healthcare for all people in Ontario, our agency became part of this transformation. While we maintained a direct reporting relationship with the Ministry for a small portfolio, most services and funding allocations were transferred to the Hamilton Niagara Haldimand Brant Local Health Integrated Network (LHIN 4). In addition, we volunteered to change from our existing reporting methods and move to the Ontario Healthcare Reporting Standards (OHRS). While there will still be some short-term pain going through this evolution, the long-term benefits will far outweigh this. In the past, comparing statistics from similar organizations was virtually impossible since the previous reporting guidebook was vague in some areas and open to interpretation in others. The new OHRS provides specific guidance for the treatment of revenue and expenses as well as reporting statistics. In the future, we will be able to access what is known as a HIT tool (Healthcare Indicator Tool) and view how we compare to other agencies in Ontario. The change is far from over. Even though we were able to modify our reports in order to follow OHRS standards during the year, we (along with many others) will be changing our existing accounting software application to another one that will truly allow seamless OHRS reporting.

With the conclusion of our first tri-annual Balanced Scorecard, we took the new Strategic Directions and incorporated these into an updated Scorecard. We are now measuring overall progress of the Strategic Directions of Patient Safety, New Initiatives, Quality of Lifestyles and Linkages using the four quadrants known as Participant Perspective, Employee Perspective, Service and Growth and Financial Success which are the foundation to the success of the Scorecard and to this agency. By continuing to monitor these indicators, as well as others that have been cascaded throughout the organization, we will be in the best position to see how actions today impact the results of tomorrow.

At an operational level, changes to vacation practices for full-time employees as well as the change to allow access to banked hours to employees taking unpaid emergency leave, created the need for additional monitoring methods and tools by this department. We have finished our first full cycle using these tools and have already made slight modifications for future use.

The upcoming year will offer many opportunities. We will continue to implement changes that will ease the transition to OHRS reporting and monitor progress of the Strategic Directions through the Balanced Scorecard. In addition, our main office lease will be renewed while property required for the new residence will need to be purchased. Looking forward, the Accounting Standards Board has declared that, effective January 1, 2011, Canadian GAAP will be replaced with International Financial Reporting Standards (IFRS). BICR will need to be best positioned to implement and comply with any necessary changes that are required as a result of this.

In conclusion, many thanks are extended to Sue Keus and Jamie Bird in the Accounting Office for their ongoing support and dedication to their position and to this organization.

SANDRA HARDING, CGA
DIRECTOR OF FINANCE

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
HUMAN RESOURCES DEPARTMENT ANNUAL REPORT
2007-2008

This fiscal year has been very active for the Human Resources Department.

- Jacqueline Buchanan moved into the role of Human Resources Coordinator. During Jacqueline's pregnancy/parental leave, Colleen McIntosh is filling the role.
- Aleena Van den Bogert was hired into the role of Education/Volunteer Coordinator.

BICR has a strong commitment to occupational health and safety. Introduction of the Agency's Infection Prevention and Control policy was accompanied with the provision of PPE (personal protective equipment) kits to all staff who work directly with participants, and these kits are available in all Agency vans in addition to first aid kits. The Joint Health and Safety Committee is very active, and completed a comprehensive review of all Agency health and safety policies. The updated policies and forms have been circulated to all work locations and are available to all employees via the Agency's intranet.

Currently, the Agency is introducing a new Performance Review and Planning process. Every employee will participate in a highly collaborative process that links the work employees do every day to the Agency's strategic directions. Employees and Managers review previous performance and work together to identify future goals, and beneficial training and development requirements. This process is part of the Agency's Balanced Scorecard – an internal measurement system where the Agency is evaluated on four criteria: Financial, Employee, Participant and Service and Growth.

Last year, at this time, an employee Benefits Survey was underway. Responding to employee feedback, the Agency absorbed higher premium costs with a marginal increase to employee co-payments for health and dental coverage.

BICR proudly introduced a new logo, created by Signature Signs in Niagara Falls. The logo now appears on all Agency stationery, forms, publications, business cards and a new marketing display board. The logo will soon appear on an updated web site.

The Agency has enhanced its efforts to reduce global warming! All new stationery (including letterhead, business cards and envelopes) is printed on 100% post consumer, chlorine and acid-free recycled paper. There is increased awareness in our workplace through 'green' initiatives that include energy conservation, recycling, using a water cooler instead of individual water bottles, using compact fluorescent bulbs and reusable dishware. Employees have even participated in cleaning trash from the field surrounding the Main Office!

Providing avenues for employee feedback is an on-going feature. 'Food for Thought' lunches are held monthly, where invited employees meet with senior management to talk about their work at the Agency. It's a great opportunity for different departments and employees to share information and get to know each other. Another regular feedback mechanism is exit interviews.

This year, employees participated in an on-line employee satisfaction survey. Participation rate was 75%. Overall, feedback was very positive. The Agency offers good work-life balance; employees feel supported in their roles through access to policies, procedures, training, co-worker and Manager feedback; employees can exercise sufficient autonomy and feel a strong sense of accomplishment; and importantly, the work environment feels safe. All employees received the survey results, including the Agency's response to areas where staff expressed there's room for improvements. Some of these, like increased pay and benefits, are difficult to address given reliance on funding through the Ministry of Health and Long Term Care. Market surveying demonstrates BICR wages and benefits are competitive for our Region and type of work performed. Providing more career opportunities is also challenging, given the size of the Agency and low turn-over among full-time employees. Creative career development initiatives, such as mentoring, have been implemented and the employee learning program is under constant improvement in efforts to offer staff career enhancement. The Agency's new performance review and planning process will help communicate the "bigger picture" so employee are more informed of strategic directions and priorities.

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HUMAN RESOURCES DEPARTMENT ANNUAL REPORT
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The Human Resources Department strives to provide service that helps all employees develop their skills and abilities, while also providing personalized service on day-to-day matters.

CINDY PASKEY
HUMAN RESOURCES MANAGER

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
HUMAN RESOURCES COORDINATOR ANNUAL REPORT
2007-2008

GENERAL OVERVIEW

It has been my pleasure to assume the role of Human Resources Coordinator for a portion of this fiscal year as Jacqueline Buchanan began her pregnancy/parental leave in January of 2008. I look forward to making continued contributions to the Human Resources department in the 2008-2009 fiscal year.

EMPLOYMENT STATUS CHANGE, TRANSFERS, AND PROMOTIONS

Approximately 26 employment status changes, transfers, and promotions occurred over the course of the year. These changes, which are detailed below, are representative of the Agency's commitment to provide employees with flexibility and work/life balance, as well as to foster their ongoing career growth and development.

CATEGORY	NUMBER OF CHANGES
Status changes from relief to part-time (Rehabilitation Counsellors)	8
Status changes from relief to full-time (Rehabilitation Counsellors)	3
Status changes from part-time to full-time (Rehabilitation Counsellors)	1
Status changes from part-time to relief (Rehabilitation Counsellors)	5
Status changes from full-time to part-time (Rehabilitation Counsellors)	1
Lateral position transfers	3
Promotions	5
TOTAL	26

NEW HIRES

External recruitment remained a focus this year and approximately 29 new staff members joined the team. Twenty Rehabilitation Counsellors, 4 summer students, and 5 other staff members were hired.

TERMINATIONS

A total of 20 employees left BICR during the year for various reasons, such as to relocate or pursue schooling or other job opportunities. This number is significantly lower than last year's total of 35. Sixteen of those who left BICR this year were Rehabilitation Counsellors. BICR's turnover rate is on par with the national average of approximately 15%.

HIGHLIGHTS

- Two employees were celebrated for 15 years of service, 3 were acknowledged for 10 years of service, and 11 were recognized for 5 years of service
- BICR engaged in several community recruitment activities throughout year, including "Employers in the Hall" at Niagara College and a Career Fair at Brock University
- BICR participated in Niagara College's post-graduate Human Resources Management co-op placement program
- Funding was secured through the Canada Summer Jobs program to employ a record of four summer students
- The Wellness Committee once again received the Gold Award from Healthy Living Niagara in recognition of its efforts to provide employees with a healthy workplace
- Exit interview and employee satisfaction survey findings continue to indicate that employees are, overall, very pleased with the work life that the Agency offers them
- Mentorship opportunities were introduced in Community Outreach Support Services as a way to develop employees' skill sets and creatively fill vacancies created by employee leaves of absences

CHALLENGES

- Nine employees took leaves of absences during the year, creating the need to fill contract positions
- Most leaves this year were pregnancy/parental related – a continuing trend as 79% of BICR's workforce is female

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
HUMAN RESOURCES COORDINATOR ANNUAL REPORT
2007-2008

- Staff levels and employment status changes continue to be very dynamic, making human resources planning a difficult task and recruitment an ongoing focus
- Recruitment of relief status Rehabilitation Counsellors continues to be a challenge, as does retention in general
- Plans are underway to better utilize BICR's website, with new postings added as specific vacancies arise

COLLEEN MCINTOSH
HUMAN RESOURCES COORDINATOR

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
EDUCATION & VOLUNTEER COORDINATOR ANNUAL REPORT
2007-2008

GENERAL OVERVIEW

The 2007-2008 fiscal year has been a year of considerable change within the education and volunteer programs. Of particular importance is the merging of the Education Coordinator and Volunteer Coordinator positions. By combining these positions to create one full time role, the Education and Volunteer Coordinator is now available more often at the Main Office to be of greater assistance to staff and volunteers.

The education program is devoted to providing exceptional internal education and training opportunities to staff and volunteers within BICR. The education calendar, comprising mandatory training and additional learning opportunities, continues to be adapted to maintain quality of content and delivery as well as ensure information retention. In response to feedback and suggestions, the education program provided a variety of supplementary topics such as the Biofeedback and Neurofeedback Method, Memory Enhancement Spaced Retrieval, Power of Attorney as well as a number of Lunch n' Learn presentations sponsored by the Wellness Committee.

During this reporting period a number of new education initiatives have been explored and remain in development. These initiatives respond to feedback for enhanced quality of mandatory training, continuation of the bi-annual and annual training requirements, and to foster increased employee accountability regarding mandatory training.

Volunteer program activities continue to support the Agency through multiple avenues. During this fiscal year volunteers contributed in Human Resources, PET, Recreation Services, Horticulture Therapy, Reflexology, with fundraising activities, and as members of the Board of Directors. On average there were 22 volunteers per month with 200 average hours. Other contributions were made through BICR's ongoing partnerships with Brock University and Niagara College, intended to provide students with co-op placements. Students from these post-secondary institutions have provided support within BICR's residences, COSS and Modular Services.

The volunteer program continues to develop its recruitment and interview procedures to strategically match volunteers with suitable opportunities. Another important ongoing focus is volunteer recognition, expressed this year by participating in National Volunteer Week from April 15-21st. The Agency was pleased to nominate Jacqui Graham for Flare Magazine's Volunteer Award for Community and Leadership. Jacqui is a Board member with incredible dedication to community education and awareness of the effects of acquired brain injury.

CHALLENGES AND RECOMMENDATIONS

- Continue to provide high quality mandatory and non-mandatory education opportunities
- Consider alternative methods of education delivery, including utilizing website developments
- Provide employees with an education tracking method, fostering increased accountability
- Ensure positive volunteer experience with exceptional support and explicit expectations
- Compare volunteer program procedures against recommendations of Public Safety Canada
- Continued relationships with community partners and the Regional Association of Volunteer Administrators (RAVA)

ALEENA VANDEN BOGERT
EDUCATION & VOLUNTEER COORDINATOR

PROJECT MANAGER ANNUAL REPORT
2007-2008

Many thanks are extended to department staff for their ongoing dedication and support during this very busy past year. After ten years with BICR, Bill Schellenberg retired from the agency leaving vacant the position of Maintenance Person. Welcome to new staff Lewis Thompson who was hired to replace Bill.

Strategic Information Systems initiatives continued to be a significant focus for the agency and resources:

- Due to the precarious stability of the agency's existing scheduling software, which is no longer supported by the company that created it, the agency embarked on creating a new custom employee scheduling system to replace the old one. This mission critical software manages the scheduling of approximately 85 staff for 1,800 average weekly hours of participant support in residential, outreach and apartment cluster programs. Called *Time Shift*, the new software should be operational early in the new fiscal year.
- DocuShare continued to be integrated across the agency. For the time period of May 14, 2007 to March 28, 2008, approximately 6,300 participant record items were scanned into DocuShare.
- Supporting file management processes were examined to continue collaboration between technology and record keeping processes. Changes include introducing a new History Chart form. This computer data entry form amalgamated and replaced all the different History Charts being utilized in the agency previously. A Documentation Reference for Record Binder Designates was also created to assist staff in maintaining records for their participants. As well, a new Record Binder Order and Review form was created to streamline the annual audit and review process.
- It became necessary for BICR to upgrade its Bell voicemail system in order to maintain maintenance agreement capabilities. When completing the upgrade Bell technicians ran into technical difficulties, leaving BICR without voicemail access for several days. This unexpected challenge made it necessary for BICR to re-build its voicemail system altogether and was a reminder of how much the agency depends upon this communication technology.
- In addition to routine equipment replacements throughout the year, BICR purchased a new laptop for On-call staff, eight new computers as well as 24 licenses for Office 2007 software in March.

The Strategic Information Systems Plan for the upcoming 2008/2009 fiscal year includes:

- Roll-out of the new computer purchases and new Office 2007 software;
- Finalize implementation of the new scheduling software *Time Shift*;
- Integrate electronic signature technology;
- Convert BICR's web site to Adobe Dreamweaver, enabling in-house maintenance of the site;
- Plan and scope requirements for the new residence;

In 2008, CCHSA launched Qmentum. This new program is a revamped accreditation program and includes updated and new standards, the development and monitoring of a Quality Performance Roadmap, a refined survey process, performance measures and data submission requirements. Although BICR may experience the benefit of the new program's improved standardization and electronic documentation, the next year will involve many resources and dedicated time to prepare for the survey scheduled for May 2009.

Under the Participant Safety Strategic Direction, a number of other projects will also be developed. For instance, Pandemic Planning will be incorporated into the agency's Emergency Response Plan and the agency will engage in completing another Errors and Omissions Analysis with a focus to participant Falls.

The agency's new Performance Review and Planning process will be implemented with all staff in the department. This will provide a wonderful opportunity to formally discuss progress and to set goals for the upcoming years.

HEATHER OLSZEWSKI
PROJECT MANAGER

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
RESIDENTIAL SERVICES ANNUAL REPORT
2007-2008

GENERAL OVERVIEW

This report covers the period from April 1st, 2007 to March 31st, 2008. Residential Services is comprised of the Richardson Court, St. Lawrence, and Parkdale Place residential sites and includes a Transitional Training Facility.

RESIDENTIAL SERVICES

The Residential department currently provides 24 hour support to 16 participants through the dedicated efforts of 2 Team Coordinators, 5 Case Facilitators, 54 Rehabilitation Counsellors and 1 Program Manager. The role of the residential team is to provide comprehensive rehabilitative services. Our highly skilled staff provide assistance to participants with regards to all aspects of their life including activities of daily living, behavioural management and community integration. As we accommodate an aging population the Residential Program has embraced changes to evolve and meet the needs of our participants. As a department we have incorporated these changes into how we provide support to our participants. We have also started to transition those individuals whose support needs are greater than their rehabilitation needs to Long Term Care Facilities where their ongoing health issues and care needs can be met.

The Residential program provided 7 students and 1 volunteer the opportunity to complete field placements to give them hands on experience within the field of Acquired Brain Injury Rehabilitation.

This was a very busy year for our Residential Program. During this fiscal year the Residential department successfully transferred 4 individuals to new living environments. One participant was transferred from our Transitional Training Facility into his own apartment and he now receives support from our Community Outreach Support Services Program (COSS). This provided an opening for an individual who was previously inappropriately placed in a Long Term Care Facility to transition into our Residential Program. The move was very successful and we are hopeful that this individual will continue to progress toward independent living with support from our COSS Program.

Our residential program provided support to an individual from out of Province for an approximate 18 month period. During this time frame amazing improvements were evident with regard to his coping strategies and overall behaviours. In May 2008, BICR staff accompanied this individual back to the Province of Nova Scotia to reside in a private Rehabilitation Centre. BICR staff provided invaluable training supports to staff at this centre.

Another individual was transferred from one of our Residential sites to a Long Term Care Facility due to increased support needs and reduced Rehabilitation needs. This individual transferred to the agency's Long Term Care Case Facilitator who works collaboratively with the Long Term Care Facility. An individual will transition into our Parkdale residence May 2008 filling this opening.

In order to provide the appropriate supports for our participants we transitioned an individual from our St. Lawrence residence in Welland to our Richardson Court residence in St. Catharines and at the same time transitioned an individual from our Richardson Court location to our St. Lawrence location. This was a successful transition for everyone.

In December 2007, we successfully transferred an individual into our Richardson Court residence. Due to increased support needs he was no longer able to reside with his family member.

During this year the residential team continues to be committed to the agency's strategic direction paying great attention to the area of Participant Safety, creating a Culture of Safety. I wish to extend my gratitude to all the residential staff for their tireless efforts and dedication towards constantly striving to improve the quality of supports provided to our participants.

CHRISTINE WILLIAMS
PROGRAM MANAGER

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
COMMUNITY OUTREACH SUPPORT SERVICES ANNUAL REPORT
2007-2008

GENERAL OVERVIEW

The Program Manager for COSS is responsible for a department of one Team Coordinator, 10 full time Case Facilitators and approximately 14 Rehabilitation Counsellors. The Personal Effectiveness Training (PET) program was assigned to this manager for this past fiscal year. The PET Coordinator will be submitting a separate annual report.

The Outreach program provides active rehabilitation and support to approximately 100 individuals living within the Niagara Region. With the addition of a Long Term Care Case Facilitator we are now able to provide meaningful support to individuals with an ABI who are placed in facilities that cater to a senior population.

PROGRAM INITIATIVES & HIGHLIGHTS

- The staff in COSS have worked diligently to assist individuals with their goals. We have assisted in several successes such as someone obtaining their driver's license and buying a car, completion of college level courses, a transfer from COSS into our residential program, a transfer into the Transitional Training Center at Parkdale from a Long Term Care Facility, just to name a few.
- The Outreach team has again facilitated a weekly summer activity program at Lakeside Park for participants of all ability levels.
- The Horticulture group experienced a challenging hot, dry summer out at the NTEC facility. There is another group planned this summer with new and improved ideas for successful gardening staffed by COSS Rehabilitation Counsellors and coordinated by a COSS Case Facilitator.
- The annual COSS/Modular Services family and participant Christmas party was again successful. The entertainment provided by musician, Gary Smith makes the day and we are looking forward to doing it all over again this December 2008.
- We were able to facilitate the identification of needy individuals and families within BICR and provide financial assistance from donations made on behalf of former participants who have passed away. This was well received and it is very rewarding to our staff to be part of making someone's Christmas special.
- We are in a position to occasionally assist participants with one-time purchases when there is absolutely no other funding available. The Case Facilitators do a wonderful job of advocating for the participants and then presenting a case for financial aid that the agency has been able to accommodate from bingo funds and other fundraising initiatives.
- The COSS team works with the finance department to implement the cost recovery and financial assistance program for transportation costs. As we provide services within the entire Niagara Region our monthly mileage costs are very high. We try to recover costs wherever possible in the most reasonable manner we can. A system for this has been developed and is now working quite well.
- A planning day was arranged for all of the COSS staff to attend. It was an excellent opportunity for staff to engage and build working relationships with colleagues. The day focused on becoming more familiar with the new Performance Review and Planning document that is being implemented to replace our previous performance appraisal document. Aleena Van Den Bogert, our new Education Coordinator, facilitated team building and communication exercises in the afternoon. The feedback from the staff on these structured activities was very positive.
- Several COSS staff facilitated internal training and new staff orientation. This is a wonderful opportunity for our senior staff to share their knowledge & experience with others and to contribute to the high quality of training provided at BICR.
- Three staff attended the OBIA level 1 training this past February. To date, we have sent all of the Case Facilitators to this training and the full time Rehab Counsellors. We are now starting to send more senior part time staff who express an interest in the field of ABI.
- Several staff also attended the Hamilton Health Sciences conference last year on ABI and Substance Abuse and found this to be very informative.
- We were fortunate enough to be able to send 3 staff to the Provincial Acquired Brain Injury Conference in Kitchener, Ontario this past fall. The staff returned enthusiastic about the new information they learned at this wonderful conference.

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
COMMUNITY OUTREACH SUPPORT SERVICES ANNUAL REPORT
2007-2008

- Staff continue to sit on internal committees such as the Joint Health and Safety Committee, the Participant Safety Steering Committee, the Wellness Committee, the Social Committee and the Behaviour Review Committee.
- The Program Manager is on the Joint Health and Safety Committee and the Wellness Committee.
- Student placements have occurred during the year providing valuable supervisory opportunities to staff as well as great experience for the student.
- A focus on personal protective equipment and infection control has provided the Outreach staff with tools and information needed to prevent the spread of infection and germs. Each staff received a PPE kit for their personal use.

OBJECTIVES AND GOALS

- We have recently launched a mentorship program within the Outreach department where Case Facilitators are working with Rehab Counsellors who have identified an interest in the Case Facilitator role. The goal is to attempt to expose Rehab Counsellors to the Case Facilitator role in a manageable way to prepare for future positions within the department. Currently 3 Rehab Counsellors are Record Binder Designates for participants.
- To assist with reducing mileage costs staff are able to work at two BICR sites rather than driving back to the office. The implementation of remote offsite access has allowed this to happen as staff can access their files and email from other sites. We will continue to develop this resource so that it will be a viable option for more staff who are working in outlying areas.
- The COSS department is advocating for a Substance Abuse group to be offered conjointly by BICR and a substance abuse community agency. We continue to highlight the need for a group like this as the current referrals to COSS usually involve some form of substance use. We expect a substance abuse program designed to meet the needs of individuals with an ABI and substance abuse will more effectively address this issue. We plan on inviting speakers to BICR to assist staff with becoming more familiar with intervention strategies geared to ABI and substance abuse.
- Health status changes with the COSS participants are becoming more and more challenging to deal with as our population ages. We have developed and continue to develop good working relationships with outside service providers including doctors, CCAC and long term care facilities to assist us with working with these fragile individuals. In some cases we have had to add additional staffing for safety reasons while we wait for a more suitable placement.

The upcoming year is presenting with staffing challenges as some staff are leaving to pursue their education or for other reasons. We continue to work closely with all the departments within BICR to effectively meet the needs of COSS participants. I want to thank our great team of Case Facilitators, Rehabilitation Counsellors and Team Coordinator for their commitment and dedication to the needs of our participants and their families. I look forward to another rewarding year working with this talented group of people.

LINDA RAPLEY
COSS PROGRAM MANAGER

MODULAR SERVICES ANNUAL REPORT

2007-2008

GENERAL OVERVIEW

The Modular Services Manager position has the primary responsibility of overseeing the following services:

- Case Coordination (2 full time Coordinator positions)
- Fee For Service (securing and overseeing 3rd party funded contracts)
- Long Term Case Facilitation (1 Case Facilitator position)
- Recreation Services (1 Coordinator position)
- Transitional Living, Buckley Towers Apartment Program; (1 Coordinator position, 1 Case Facilitator position and 7 part time/relief rehabilitation counsellors)
- Vocational Services (1 Coordinator, 1 full time Case Facilitator Position)
- Office Secretary (1 full time position)

PROGRAM INITIATIVES AND HIGHLIGHTS

- Shelby Banas became the new Team Coordinator at Buckley Towers in January 2008 when the then team Coordinator, Joe Talarico accepted a lateral transfer to Case Coordination. This program has continued to focus on the provision of transitional living experiences for our participants. During the past fiscal year there were two new admissions. Some of the challenges that the program has experienced have centered on addictions.
- Case Coordination services experienced a change in their department when one of the existing case coordinators accepted a position outside the agency. While Joe Talarico transitioned from Buckley to Case Coordination there was a temporary slowing down of participants admitted to case coordination. The Case Coordination team is now actively working towards achieving a full participant caseload.
- Fee for Service contracts within the agency continue to be managed by the Modular Services Manager. The role of the modular services manager within these contracts is to prepare initial assessments, complete proposals and secure funding while working collaboratively with the BICR program that the individual will be accessing. Once the individual is in service the modular services manager continues to oversee the file from an administrative standpoint, ensuring that billing that is completed, monitoring progress, forwarding reports, updating contracts etc. During the 2007 – 2008 fiscal year FFS contracts continued through WSIB, Seriously Injured Worker Program, various automobile insurers, and the Nova Scotia department of Health. These contracts have included providing support on an outreach basis, in a hospital setting, the Buckley Towers apartment program, residential services and counselling and assessment services through BICR's Clinical Director and Social Worker.
- Coordination of the design and layout of BICR's marketing board was shifted to the Human Resources department. The board was finalized in the winter of 2008 and the promotional board will be ready to use in the spring of 2008.
- The PET program was transitioned from Modular Services to the COSS under the direction of Linda Rapley, program manager.
- Vocational services continue to expand their ability to provide participants with competitive employment and volunteering opportunities.
- Student placements continued to provide benefits to the Buckley Towers apartment program and Recreation Services.
- SDI training was provided to first and second year Niagara College students in the Social Service Worker program.
- Internal Committee involvement included the Admissions Committee, Acute Education in the Hospital Setting, CCHSA Client Services (Co-Chair with Linda Rapley) and the Golf Committee.
- Sharon Coulson, Office Secretary has continued to publish BICR's marketing materials and in-house publications. Sharon has incorporated BICR's new logo and colour complement into these documents in a very professional and appealing way. Sharon continues to work on publishing BICR's brainwaves and is working to raise the overall profile of our programs through articles from participants, family members and staff alike.

MODULAR SERVICES ANNUAL REPORT 2007-2008

- A new program initiative was in the process of being implemented as the fiscal year came to an end. Dave Horton, at the request of Boundless Adventures, was coordinating BICR's first family trip to Boundless Adventures. We anticipate that this event will be a great opportunity for our participants to bond with family members in the great outdoors.
- The writer had the opportunity to represent BICR at the annual OACCAC tradeshow in June 2007 in conjunction with representatives from Dale Services and PHABIS to profile BICR's not for profit counterparts across Ontario.

OBJECTIVES FOR THE UPCOMING YEAR

- As the agency continues to move towards updated technology, DocuShare will become used with greater frequency and reduce duplication of records. Modular service sites such as Buckley Towers eagerly await the introduction of AutoSignature programming that will further our ability to utilize DocuShare to its fullest extent possible.
- Planning and development days will continue to occur with the individual program within Modular Services. One of the areas being considered are termination of therapeutic relationships to continue to assist staff and participants make the transitions from one program to another as their needs change.
- In conjunction with the Team Coordinator and Case Facilitator at Buckley Towers, it is anticipated that 2 additional participants will transition to their own apartment with less intensive COSS supports as they have reached a level of independence that supports this.
- BICR's services will be profiled at appropriate venues utilizing the new marketing board. Arrangements are underway to attend the conference tradeshow.
- Active participation in preparing for CCHSA site visit in 2009.
- Each of the Coordinators or Case Facilitator's have completed a summary report of their program's activities and accomplishments. Case Coordination, Long-term Case Facilitation, Recreation and Vocational Services have submitted annual reports on their respective department's activities and accomplishments in the 2007 – 2008 fiscal year. Please refer to these reports for additional information.

I am continually appreciative at the dedication and leadership that continues to be demonstrated by the staff working at all levels throughout the organization. I have a great staff complement who each brings their diverse strengths to their roles and these staff remain an inspiration. I look forward to another rewarding year.

Respectfully submitted,

DARLENE STEVENSON
MODULAR SERVICES MANAGER

BUCKLEY TOWERS ANNUAL REPORT 2007-2008

GENERAL OVERVIEW

The Buckley Towers program continues to provide a “participant empowering” philosophy. The staffing hours support the philosophy by being available throughout the day and early evening hours 7 days a week. This positive reinforcing environment creates an independent atmosphere that new participants truly believe in, which contributes to their success.

As the participants continue to have their network circle grow so does their involvement with the caring of the Buckley Towers Apartment complex. BICR participants continue to actively look after and take care of the flowerbeds, assist other residents with various chores and initiate general social gatherings throughout the Buckley property.

HIGHLIGHTS FROM 2007 - 2008

In February 2008, Shelby Banas began her position as Team Coordinator at Buckley. This was a seamless transition for the participants.

BICR staff and participants once again hosted the annual BBQ. This year the impact that BICR participants had on the residents in Buckley Towers was even more noticeable. In the past staff and participants alone have hosted this as it was enjoyed by the residents of Buckley Towers. This year some residents offered and insisted on assisting with the BBQ. Their involvement truly created a sense of community within the Buckley Towers building.

Three participants attended the Boundless Adventures trip in June 2007. Participants truly enjoy this trip as it continues to challenge them and allow them to experience things that will change their lives.

One participant moved to another floor apartment as a permanent resident of Buckley as there was an opening.

Buckley Towers had 2 new participants move into the program. One participant came directly from the Outreach waitlist and another participant accessed Buckley Towers through Shaver Hospital.

Buckley Towers is the host of several recreational events out of Niagara Falls. Buckley Towers staff make the arrangements to set up and host these recreational events on a monthly basis.

Once again Buckley continues to focus on the needs of all participants with the program and allows them to maximize BICR services, in order to reach their ultimate goal of independence.

JOE TALARICO
TEAM COORDINATOR

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
CASE CO-ORDINATION ANNUAL REPORT
2007-2008

GENERAL OVERVIEW

The Case Coordination program is typically the first service that an applicant receives once deemed eligible via the intake process. It is a time-limited service that provides initial service coordination to individuals on BICR's waitlist. Case Coordinators assess and assist with goal setting, coordinate other services and make referrals to other BICR services.

HIGHLIGHTS FROM 2007-2008

There was a staffing change in December of 2007 when an existing Case Coordinator left the agency. There was some time of juggling caseloads. After the recruitment and hiring occurred, the new Case Coordinator started his duties in February 2008. Caseload statistics reflect the changes in personnel, as caseloads were reduced to allow a smooth transition for the new Case Coordinator.

STATISTICS

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

TOTAL FILES SERVED	CURRENT ACTIVE	FILE CLOSURES/DISCHARGES	TRANSFERS TO OTHER BICR PROGRAMS
66	31	13	23

Closure/Discharges are files that are no longer open at BICR and no services being accessed. Files are closed or discharged when support needs have been met or contact has been limited.

Transfers occur between other BICR programs such as Long Term Care Case Facilitation, COSS, Social Work or Recreation.

The average number of files per month for each Case Coordinator was 16. This number is slightly lower than other years due to the staffing change.

CHALLENGES/TRENDS

Caseloads continue to be diversified as to ages of participants, background and cause of injury. There have been young participants with Cardiovascular Accidents (CVA), others with motor vehicle accidents and still others injured due to assaults. A continuing challenge with the younger participants is establishing and maintaining contact.

CONCLUSION

In summary, the 2007-2008 fiscal year has been busy. The team has made adjustments due to staffing changes within the department. Through all of this, service and support has continued and been maintained. The department will continue to provide excellent support and be one of the initial contacts that a referral will have.

JONATHAN WILLIAMS
CASE COORDINATOR

JOE TALARICO
CASE COORDINATOR

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
LONG TERM CASE MANAGEMENT ANNUAL REPORT
2007-2008

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. Hours of support as well as support requirements are participant driven.

STATISTICAL INFORMATION APRIL 2005-MARCH 2006

CASELOAD APRIL 2007	ADMISSIONS	DISCHARGES	TRANSFERS	CASELOAD MARCH 2007	WAITLIST MARCH 2008
33 participants	6	3	0	36	2
	1 COSS., 1Voc., 4 Case Management		2COSS.,1Buckley		

The above statistical information provides an overview of the Long-term Case Facilitators caseload from April 2007 to March 2008. This writer started the fiscal year with 33 participants and ended the year with 36 participants, two participants were on the waitlist.

REFERRALS/ADMISSIONS

Six individuals were admitted to the program during the course of the year. Four referrals were processed from the Case Management Department. It was identified that these individuals did not require the more intensive rehab supports offered through Community Outreach Support Services however would continue to benefit from case management type supports. One referral came from Community Outreach Support Services. This individual requested continued support on an as needed basis, with the intention of discharge. One referral was from Vocational Services, as this participant no longer required vocational supports but needed assistance in other areas.

AREAS OF SUPPORT

During this fiscal year, the Long Term Case Facilitator had the opportunity to provide support to participants in several areas, such as: advocated with the participant regarding their immediate concerns; provided emotional support and assisted with problem solving by providing information, education, and assistance with linking individuals with both internal services and external services; addressed participant housing concerns; communicated with Niagara Housing and was able to secure one additional rent supplement; supported participants during medical appointments, and assisted with form completion; worked closely with the participants significant others. 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). A total of 22 crisis were tracked during the aforementioned fiscal year.

TRANSFERS

No internal transfers took place from Long-term Case Facilitation to another department during this fiscal year.

DISCHARGES

Three discharges took place from April 2007 to March 2008. Two of these participants no longer required support and the other individual moved out of B.I.C.R catchment area.

DONNA RIX

LONG TERM CASE FACILITATOR

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
PERSONAL EFFECTIVENESS TRAINING ANNUAL REPORT
2007-2008

GENERAL OVERVIEW

Brain Injury Community Re-Entry Niagara's Personal Effectiveness Training Program has experienced another exciting year full of challenges, opportunities and successes.

The number of individuals attending the Personal Effectiveness Training Program (PET) has fluctuated between 41 and 45 participants in the past year. This total participant number includes 12 Ontario March of Dimes participants, 9 BICR participants who attend PET in Fort Erie and 24 BICR Niagara participants who attend program in St. Catharines/Thorold. The fluctuation in program participant numbers is due to short term group initiatives offered throughout the year. Participation in the PET program is based on participant need or interest in the activities offered. The wait time for the program ranges from immediate to six months. This is due to the nature of the request or transportation challenges. Currently there are two participants on the wait list. Attendance varies for each person from a half day to five days per week. The average participant attends PET one and a half to two days per week.

The PET program continues to provide service based on 5 components including: Skill Training, Physical Exercise, Leisure Development, Community Skill Development and Supported Community Placements.

Skill training activities throughout the fiscal year have been offered both individually and within a group setting. Topics have included an on-going social skills group, internet & computer training, meal planning & cooking, nutrition and fitness, healthy lifestyles, money management, basic literacy skills, current events, cooking, safety, brain injury education, disability awareness, environmental issues and math skills.

Physical exercise, leisure and community skills development have encompassed a wide variety of activities both at the Ontario March of Dimes and in the community. The activities have ranged from indoor and outdoor physical activities, community outings, games, holiday crafts; scrap booking, music, art therapy, jewelry making, baking and gardening. Each year the program hosts craft sales and the proceeds are used to subsidize community outings for participants of the program. This year the PET program expanded their fundraising endeavors to include a Valentines Day chocolate sale and an Easter bake sale. The proceeds made from the chocolate sale funded art therapy for the participants attending the program. The Easter bake sale funded a 12 week scrap booking course and 12 week jewelry making course, in addition to many community outings. The PET program also continues to contract the services of a music therapist to provide services two hours per week. This particular component of the PET program remains open for any BICR participant to access but is not limited to short – term involvement. Currently there are 17 participants involved with this component of the program.

Community Connections continue to be offered on an on-going basis to assist individuals volunteer in the community in a supported environment. This allows participants the opportunity to provide a service in the community and develop basic work skills. Within the past year, participants have volunteered their time assisting the following organizations: Community Cares of St. Catharines and Thorold, National Association for Animals, YMCA of Niagara, The Ontario March of Dimes, Niagara Literacy Association and the Ontario Early Years Program.

Brain Injury Community Re-entry continues to provide 2 full days of service on a weekly basis to Head Injury Association of Fort Erie participants. This enhances access to services for individuals living in Fort Erie, Ridgeway and the Crystal Beach area. This year 11 participants have attended PET program in Fort Erie.

Over the past fiscal year Fort Erie participants have participated in all 5 PET core components. To date the group participates in a participant driven cooking program. Participant's plan the menu, budget, cook and clean while adhering to safety guidelines. The group attends community outings, participates in physical fitness programs both indoor and outdoor, attend community events and skill training groups.

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
PERSONAL EFFECTIVENESS TRAINING ANNUAL REPORT
2007-2008

Brain Injury Community Re-entry's PET Program continues to work along side the Ontario March of Dimes providing services to individuals with Acquired Brain Injuries in addition to developmental and physical disabilities. Over the next year the PET program will be moving to a central St. Catharines location with the Ontario March of Dimes employment services department. This may pose a challenge to participants who have become accustomed to the current location. However once the PET program relocates, there will be a potential to take part in more St. Catharines community events and outings.

EXCITING NEW PROGRAM INITIATIVE

In late spring/early summer 2008 a new program initiative will begin. The program will be unique however comparable to a club house. It will run during a regularly scheduled work day, one day per week at the new Stokes building in St. Catharines. The basic philosophy of the program would be lead by the participants of this new program. The program will allow individuals to participate in meaningful activities or volunteer work and have an opportunity to develop and maintain friendships. Participants of the new program will work side-by-side with staff and other participants using their abilities and strengths to complete the work of the program. In doing this the participants build self-confidence, regain and develop skills to reach their personal goals and become more independent and self sufficient. Participants would have the choice to join one or more functions/work related activities of the program. They will contribute to the best of their ability in the area they feel most comfortable.

A planning day for this exciting new program initiative took place on April 9th, 2008 for individuals with ABI's who are seeking challenges not currently offered at BICR Niagara. The goal of this planning day was to establish a committee of interested participants to develop a vision for a clubhouse type program. During the planning day it was decided that the group would focus on the following sub-groups:

- a) Develop a steering committee of key people to lead this new initiative
- b) Develop a group exercise/fitness program
- c) Gardening/landscaping group
- d) Resource Pooling group – Develop a newsletter written by individuals with ABI's focusing on successes and strengths of the group members.

In order to join this new initiative, individual's must have an ABI and be at least 18 years of age; be reasonably free of medical or behavioral challenges that would disrupt group activities, cause a threat to others, or interfere with participation in the program; be independent, seeking challenges not currently available at BICR Niagara.

In May and June 2008 the committee will meet to develop an objective and the next steps for this exciting new program initiative.

GILLIAN RODGER
PET COORDINATOR

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
THERAPEUTIC RECREATION SERVICES ANNUAL REPORT
2007-2008

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.

ONGOING GROUPS / DROP IN EVENTS

DROP IN PROGRAMS	PARTICIPANTS SERVED (averages)
Bowling @ Parkway Lanes	12 per week
Men's Group	8 per week
Fun in the Sun (June – August 2007)	12 per week

REGISTRATION PROGRAMS	PARTICIPANTS SERVED (averages)
Whispering Pines	9 per week
WRAP Mondays	7 per week
WRAP Fridays	8 per week
Archery	6 per week
Scrap Booking	4 per week

TRIPS	PARTICIPANTS SERVED (exact #'s)
Boundless Adventures June 2007	11
Geneva Park August 27 – 30, 2007 (Residential)	11
Geneva Park August 20 – 23, 2007 (COSS & Modular)	10
Geneva Park February 20 – 23, 2008 (Residential & COSS)	10

SEASONAL:	PARTICIPANTS SERVED (averages)
Baseball Practices	11 per week
Baseball Tournament	36 attended
Canoeing x 14 weeks	3 per week
COSS & Modular Services Christmas Party	130 including family members and staff

CALENDAR OUTINGS	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	TOTAL
# OF EVENTS	8	9	9	9	7	9	9	9	10	9	9	9	106
# ATTENDED	78	73	96	82	50	89	112	71	70	53	57	54	885

PROGRAM HIGHLIGHTS

- A new development during the past fiscal year was a winter vacation to Geneva Park in February 2008.
- All ongoing groups and activities offered by the recreation department continued to maintain maximum numbers.
- BICR continues to foster a successful partnership with the School of Horticulture for the WRAP program.
- Continued success of the L&L guide and recreation calendar as a tool for communicating recreational and group programming that BICR offers.
- There continues to be ongoing contact with residential recreation reps. Each residential site facilitates 1 recreation event each month.
- Continued success of seasonal recreation activities. In the upcoming fiscal year recreational services will work with Boundless Adventures to provide a family outdoor adventure trip.
- Van Coordinator for one agency vehicle housed at the BICR office.
- Provided day to day support to a summer student in recreational services. In the summer of 2007, the student successfully planned and implemented a 4 week scrap booking program.

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
THERAPEUTIC RECREATION SERVICES ANNUAL REPORT
2007-2008

- As the Recreation Coordinator I participated in the following BICR committees: Bowl-a-thon, Golf, Vacation planning, Modular Services, Transportation, COSS / Modular Services Christmas Party.

Over the past eight years since I have been the Recreation Coordinator, I have noticed a series of trends. These trends or patterns have had an affect on how recreational programming is offered at BICR. Moving forward the trends noted below have the potential to impact on how and what type of programming BICR offers.

- 1) **Logistics / Transportation:** BICR has grown as an agency, and participant numbers have increased in areas where public transportation is not as readily available as in other areas. The Niagara Region is a large area and a balance between driving time and event time can be considerable. i.e. 4 hours of driving will sometimes occur for a 2 hour event due to pick ups and drop offs.
- 2) **Aging Population / Health:** BICR services a client base that has a wide range of ages. Our older population is starting to experience increased health concerns. These health concerns require participants to receive increased support in the areas of ADL'S. As a result some participants are unable to attend all the events they would have in the past due to time constraints or support needs.
- 3) **Diversity:** The client base that BICR serves has become more diverse. We serve a wide range of ages and interests. Everyone is not interested in the same things thus making the challenge of trying to offer programming that meets as many needs as possible.
- 4) **Hours / Time:** Many of the participants of BICR have very busy schedules throughout the day and week. When it comes time for evening or weekend events, participants are tired or too rushed to attend them all. There are not enough hours in the day to do everything so choices need to be made of what to do with leisure time.

With these trends in mind recreational services will review programming in the upcoming fiscal year to ensure that quality recreational programming will continued to be offered to all of our participants regardless of age, location or interest. BICR has been a leader in showcasing the importance of recreation and leisure time and will continue to do so in the years to come.

DAVE HORTON
RECREATION COORDINATOR

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
VOCATIONAL SERVICES ANNUAL REPORT
2007-2008

GENERAL OVERVIEW

The Vocational Department consists of one Coordinator and one full time Case Facilitator. The staff assists participants with obtaining and maintaining part-time or full-time employment, find meaningful volunteer experiences, assist with return to school programs and administers employment assessments. The Volunteer Ventures group continues to assist individuals in volunteering as a group at a variety of community placements. Volunteer Ventures is also responsible for Adopt-A-Road program along Martindale Road which is done three times a year.

HIGHLIGHTS FROM 2007/2008

- A three year partnership continues to grow with a small business called Cemetery Gardening Angels. The business provides gardening care to cemetery plots at several cemeteries in the Niagara Region. In the past years Cemetery Gardening Angels have hired up to four individuals at a competitive wage. This season two of those individuals will be returning and an addition four individuals will be hired for the 2008 season. There have been numerous hours dedicated to organizing schedules, transportation and staffing to make this endeavour successful.
- Utilizing wage subsidies have assisted the Vocational Department in obtaining four competitive employment positions.
- Staff continue to attend Job Developer meetings bi-monthly with other agencies such as Ontario March of Dimes, Employment Help Centre, Goodwill, Community Living, Niagara Support Services, N-TEC, Niagara Region Community Services and Canadian Mental Health.

STATISTICS

During the past year the number of active participants has fluctuated between 24 - 27, with the waitlist ranging from 9 and recently stands at 2 individuals that are on hold. Staffing changes occurred mid year reflecting the waitlist at its highest point.

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

- Competitively Employed - 12
- Volunteering Independently - 9
- Job Searching - 5

CHALLENGES

- Transportation for the participants to and from employment or volunteer positions continues to be the biggest obstacle.
- The availability of employment in the smaller cities makes it very difficult to secure a position for an individual.
- Educating employers about the effects of an acquired brain injury and the compensatory strategies needed to have a successful placement.

In summary, the 2007-2008 fiscal year has been a busy year placing individuals in competitive employment or volunteer placements. The staff are looking forward to another successful year.

TINA HORTON
VOCATIONAL COORDINATOR

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
INTAKE DEPARTMENT ANNUAL REPORT
2007-2008

GENERAL OVERVIEW

The Intake Coordinator is responsible for supporting applicants and families with the application process by responding to all referrals and requests for information. Core functions of the position include determining eligibility status, obtaining informed consent, identifying service needs, assisting individuals in completing the application form, providing access to information about community resources, facilitating the coordination of services, acting as a gatekeeper to more intensive supports, maintaining waitlists, advocating for applicants, educating the applicant, families and service providers around service options that are available.

HIGHLIGHTS

During the reported year from April 1, 2007 to March 31, 2008, there were a total of 215 calls that were recorded. Providing information on BICR programs and services and responding to referrals for service were the two primary reasons for the calls.

TOTAL RECORDED CALLS	INDIVIDUAL ADMITTED TO BICR SERVICES	FILE CLOSURES AT INTAKE LEVEL	REFERRALS THAT ARE PENDING ELIGIBILITY STATUS (AS OF MARCH 31, 2008)	INDIVIDUALS ON WAITLIST (NOT RECEIVING ANY COMPONENT OF SERVICES) AS OF MARCH 31, 2008
215	63	39	13	18

Thirty nine (39) applicant files at the intake level were closed. Reasons for this included the fact that the applicant was better served at another agency, the service was no longer needed, or the applicant moved out of the area.

ACTIVITIES AND ACCOMPLISHMENTS

- Intake Coordinator continued to oversee the waitlist and transitioned **63** external applicants to Case Coordination, Modular Services, and Comprehensive Services when vacancies became available.

CM	BUCKLEY TOWERS / PARKDALE	COSS	SW	PSYCHOLOGY	VOC	REC	PET
42	2	6	3	6	1	1	2

- During this fiscal year, the Intake Coordinator gained access to the Tracker database and has had some informal training in this area. Additional stats will need to be collected to address some of the requirements from the Ministry of Health. This has become an area of focus for the upcoming fiscal year.
- Intake Coordinator continued to facilitate sessions for staff training and development. A total of **9** education sessions were facilitated and included Brain Basics, Introduction to Areas of Rehabilitation, Areas of Rehab (ABI and Substance Use) and Crisis Intervention and Management training. The Intake Coordinator also facilitated a total of **7** recreational sessions as coverage for the Rec Coordinator.
- An information session was held at Versa Care giving the staff additional information on BICR's programs and services. Although there were no referrals from this session, follow up indicated that the staff at Versa Care felt they could better support individuals with an ABI residing at their facility.
- Revisions to the Program and Services Guide have been completed in this fiscal year. This handbook pictures the new agency logo and is included in the referral package that is sent to all interested applicants and referring agents.

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
INTAKE DEPARTMENT ANNUAL REPORT
2007-2008

CHALLENGES AND TRENDS

- During this fiscal year, one of the Case Coordinators accepted another position outside the agency. This prompted a re-allocation of several participants who were currently receiving service into COSS and other modular service components. The vacancy was filled in February 2008. Waitlist for other applicants requesting service was maintained.
- There continues to be the challenge of appropriately supporting individuals with an ABI and a substance use issue. The trend remains that many individuals who are dually diagnosed do not recognize that their behaviour is problematic. Discussions have been forwarded to include an information support group at BICR addressing issues pertaining to an ABI and Substance use. This topic area has been addressed to some extent through some mandatory training for staff (Areas of Rehab – ABI and Substance Use).
- Statistics relating to service requests have been identified. In relation to demographic characteristics, most individuals receiving service are residing in St. Catharines (41%) followed by about (21%) living in Welland, and about (20%) residing in Niagara Falls. The remaining (18%) are living in other communities within the Niagara Region.
- The breakdown of the age characteristic is based on the percentage of individuals currently receiving service within BICR. These stats do not include individuals who are involved with Case Management but who do not have an active file with BICR.

AGE	PERCENTAGE OF INDIVIDUALS
16-19	2%
20-29	11%
30-39	17%
40-49	31%
50-59	28%
60-64	6%
65 +	5%

In summary, the 2007-2008 fiscal year has been a busy year. It is anticipated that BICR will continue to develop community partnerships, and referrals will continue to be forwarded.

MARGO VAN HONSBERGER
INTAKE COORDINATOR

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
PSYCHOLOGY SERVICES ANNUAL REPORT
2007-2008

GENERAL OVERVIEW

Psychology Services has one full-time Psychologist, who also serves as BICR's Clinical Director. The Psychologist reports to the Executive Director, and provides clinical supervision for the Clinical Social Worker. Administrative Services supports the Psychologist with about ten hours per week of secretarial time. The types of clinical services provided by Psychology include assessment (e.g., psychological, neuropsychological, and behavioral), intervention (e.g., individual, couples, and family), consultation (to BICR and other staff), on-call and crisis management support, and supervision. The Psychologist is also available to complete reports and forms that help Participants access resources. These all represent clinical services provided to specific Participants, and total over 80 percent of the Psychologist's weekly hours. The remainder of the Psychologist's activities include administrative duties such as committee work, research, and participation in the Management Team's planning days.

HIGHLIGHTS

During the 2007-2008 year, psychological services were provided to over 80 different Participants, and generated over \$10,000 in revenue. There were 38 new referrals, and 28 discharges. The average time that Participants waited before beginning service this year was 8.4 weeks, an 8 percent decrease. For Participants who completed service this year, the average case was active for about 20 weeks. The main recipients of psychological services continue to be Ministry of Health-funded Participants in Residential, Outreach, Case Management, and Modular Services.

ACTIVITIES AND ACCOMPLISHMENTS

The Psychologist remains involved in several BICR committees and task groups. These include the Management Team during their planning days, Behavioral Review Committee, and Admissions Committee. The Clinical Quality Assurance program has been running for almost 4 years and shows good achievement of clinical goals by Participants. These data also indicate that after admission of a Participant to BICR services their engagement in meaningful activity increases by over 35 percent, and their quality of life increases by about 25 percent.

Educational activity has included supervising a full-time Psychology student from Germany's University of Heidelberg who volunteered at BICR for several months. The Psychologist also serves as Adjunct Professor for the Master's program in Applied Disabilities Studies at Brock University, and will be teaching McMaster University medical students who are part of the newly opening Niagara campus. The Psychologist has also become certified by the Biofeedback Certification Institute of America.

CHALLENGES AND TRENDS

Complexity of many cases due to neuropsychiatric impairment, substance abuse, criminal behavior, and chronic pain requires continuing creativity. BICR has been able to develop very good collaborative relationships with local physicians and allied health professionals, housing and financial support offices, a substance abuse treatment office, and law enforcement officials. BICR is very fortunate to have a number of excellent community partners around Niagara, and in Hamilton and Toronto. The Managers and Staff are genuinely enthusiastic and inspiring to work with, and this benefits the families and participants enormously.

JOHN DAVIS, PH.D., C.PSYCH., ABPP
PSYCHOLOGIST AND CLINICAL DIRECTOR

SOCIAL WORKER ANNUAL REPORT
2007-2008

GENERAL OVERVIEW

Currently, the Social Worker provides individual, couples, and family counselling both at the main office and offsite at various locations. Along with these services, the Social Worker is available to present to groups (both staff and participants) on various topics, including self-esteem and conflict resolution. The Social Worker also delivers clinical consultation on both a formal and informal basis to staff who are working with participants and their families. Over the past year there has been 29 referrals for social work services, which is approximately 2-3 per month. The wait list is almost non-existent with most participants receiving contact within a week and service within 2 – 4 weeks. The frequency of service varies from weekly to monthly meetings depending on the agreed upon admission goals.

CHALLENGES AND TRENDS

Throughout the year there have been a number of emerging issues that could be addressed in a group format. Prominent issues have included ABI and substance use, anger management, grief and loss. The goal for the upcoming year is to develop a short-term psycho- educational group to address issues related to substance use in partnership with Niagara Alcohol and Drug Services (N.A.D.A.S). At this time other partnerships have not been initiated however this will be reviewed further.

DIANE THOMSON
SOCIAL WORKER

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
19TH ANNUAL GENERAL MEETING MINUTES
JUNE 13TH, 2007

Present: Nick Ostryhon, Brenda Yeandle, Frank Greco, Dr. David Jordan, David Shapiro, Maggie Smith, Lynne Rousseau, Jacqui Graham, Luc Savoie and Steve Murphy

Regrets: Leslie Warriner

1. Meeting called to order at 5:10 p.m.

2. Adoption of the Agenda

Motion: To adopt the agenda for the 19th Annual General Meeting, as presented.

Moved: Steve Murphy

Seconded: Jacqui Graham

Carried.

3. Review and approval of the minutes from the Annual General Meeting held on June 14th, 2006

Motion: To approve the minutes of the 18th Annual General Meeting held on June 14th, 2006.

Moved: Jacqui Graham

Seconded: Maggie Smith

Carried.

4. Financial Report & Investment Review

John TeBrake presented the financial report. John presented the auditor's report, the balance sheet, the statement of revenues and expenses, as well as the statement on cash flow. John made a motion to accept the annual financial report as presented.

Motion: To approve the Annual Financial Report ending March 31st, 2007, as presented.

Moved: John TeBrake

Seconded: Lynne Rousseau

Carried.

5. Other Business:

1. Presidents Report read by Nick Ostryhon

2. Executive Director presented to the group

3. Appointment of Auditors

Motion: To appoint the accounting firm of Partridge Iggulden for the operating year of 2007-2008.

Moved: Steve Murphy

Seconded: David Shapiro

Carried.

4. Recognition of 2006-2007 Officers

Nick Ostryhon – President

Lynne Rousseau – Secretary

Steve Murphy - Director

Maggie Smith – Director

Luc Savoie – Director

Leslie Warriner - Director

Brenda Yeandle – Vice-President

John TeBrake – Treasurer

Dr. David Jordan – Director

David Shapiro – Director

Jacqui Graham – Director

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
19TH ANNUAL GENERAL MEETING MINUTES
JUNE 13TH, 2007

5. Affirmation of the following Directors and Officers for their continued term

Nick Ostryhon – President
John TeBrake – Treasurer
Maggie Smith – Director
Luc Savoie – Director
Steve Murphy – Director

Brenda Yeandle – Vice-President
Lynne Rousseau – Secretary
David Shapiro - Director
Jacqui Graham – Director
Leslie Warriner - Director

6. The date of the next Annual General Meeting will be announced at a later time.

7. Adjournment

Motion: To adjourn the 19th Annual General Meeting.

Moved: Jacqui Graham

Seconded: Brenda Yeandle

Carried.

PARTRIDGE IGGULDEN



PARTRIDGE IGGULDEN LLP
CHARTERED ACCOUNTANTS

WALLACE PARTRIDGE, C.A.
LAWRENCE IGGULDEN, HONS. B.A., C.A.
ALAN SIMPSON, B.B.A., C.A.
ELISEO SINOPOLI, HONS. B. ADMIN., C.A.

AUDITORS' REPORT

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

We have audited the statement of financial position of Brain Injury Community Re-Entry (Niagara) Inc. as at March 31, 2008 and the statements of revenue and expenses, accumulated surplus and cash flows for the year then ended. These financial statements are the responsibility of the organization's management. Our responsibility is to express an opinion on these financial statements based on our audit.

Except as explained in the following paragraph, we conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

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

In our opinion, except for the effect of adjustments, if any, which we might have determined to be necessary had we been able to satisfy ourselves concerning the completeness of revenues referred to in the preceding paragraph, these financial statements present fairly, in all material respects, the financial position of Brain Injury Community Re-Entry (Niagara) Inc. as at March 31, 2008 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles, except as disclosed in Note 2 to the financial statements.

St. Catharines, Ontario
May 7, 2008

Partridge Iggulden LLP
PARTRIDGE IGGULDEN LLP
Chartered Accountants
Licensed Public Accountants

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.STATEMENT OF FINANCIAL POSITIONMARCH 31, 2008

	<u>2008</u>	<u>2007</u>
<u>ASSETS</u>		
CURRENT ASSETS		
Cash	\$ 141,490	\$ 276,302
Cash - Funds held for residents	26,901	13,841
Accounts receivable (Note 3)	128,939	110,362
Prepaid expenses	<u>15,021</u>	<u>18,709</u>
	<u>312,351</u>	<u>419,214</u>
RESTRICTED CASH		
Reserve Fund	782,277	626,174
Richardson Court Facility Reserve (Note 4)	<u>33,149</u>	<u>26,113</u>
	<u>815,426</u>	<u>652,287</u>
FIXED ASSETS (Note 5)		
	<u>446,676</u>	<u>485,436</u>
	<u>\$ 1,574,453</u>	<u>\$ 1,556,937</u>
<u>LIABILITIES</u>		
CURRENT LIABILITIES		
Accounts payable and accrued charges (Note 6)	\$ 321,286	\$ 441,568
Liability for resident funds	26,901	13,841
Current portion of long-term debt (Note 7)	<u>15,558</u>	<u>14,660</u>
	363,745	470,069
LONG-TERM DEBT (Note 7)		
	339,610	355,159
LEASE COMMITMENTS (Note 10)		
	<u>703,355</u>	<u>825,228</u>
<u>NET ASSETS</u>		
UNRESTRICTED - ACCUMULATED SURPLUS		
	-	-
EXTERNALLY RESTRICTED - RICHARDSON COURT FACILITY RESERVE (Note 4)		
	33,149	26,113
INTERNALLY RESTRICTED - RESERVE FUND (Note 8)		
	<u>837,949</u>	<u>705,596</u>
	<u>871,098</u>	<u>731,709</u>
	<u>\$ 1,574,453</u>	<u>\$ 1,556,937</u>

Approved on behalf of the Board:


 _____, Director


 _____, Director

St. Catharines, Ontario

May 7, 2008

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.**STATEMENT OF REVENUE AND EXPENSES****YEAR ENDED MARCH 31, 2008**

	<u>2008</u>		<u>2007</u>	
REVENUE				
Ministry of Health	\$ 4,305,889	85.6 %	\$ 4,252,621	81.8 %
Ministry of Health - Richardson Court Facility	71,237	1.4	63,367	1.2
Ministry of Health - Funding flow through	-	-	144,917	2.8
Fee for service	620,053	12.3	714,873	13.7
Rental income	16,054	0.3	15,705	0.3
S.E.E.D. grants	17,900	0.4	8,521	0.2
	<u>5,031,133</u>	<u>100.0</u>	<u>5,200,004</u>	<u>100.0</u>
EXPENSES				
Advertising, bank charges, insurance, professional fees and program supplies	89,760	1.9	84,769	1.7
Amortization				
Vehicle	359	-	513	-
Richardson Court Facility	7,703	0.2	7,235	0.1
Parkdale Place Facility	6,948	0.1	6,313	0.1
Building occupancy	211,527	4.2	208,077	4.0
Flow through expenditures	-	-	144,917	2.8
Interest on long-term debt	22,524	0.4	23,571	0.5
Office and telephone	135,024	2.7	162,818	3.1
One-time costs	-	-	58,853	1.1
Purchased administrative and professional services	54,244	1.1	48,775	0.9
Training and related costs	32,614	0.6	31,272	0.6
Transfer to reserve fund	9,270	0.2	3,925	0.1
Travel	133,089	2.6	109,248	2.1
Vehicle	4,230,311	84.1	4,127,368	79.4
	<u>4,933,373</u>	<u>98.1</u>	<u>5,017,654</u>	<u>96.5</u>
OPERATING SURPLUS	97,760	1.9	182,350	3.5
MINISTRY OF HEALTH FUNDING REPAYMENT	<u>(10,024)</u>	<u>(0.2)</u>	<u>(55,881)</u>	<u>(1.1)</u>
NET OPERATING SURPLUS	<u>\$ 87,736</u>	<u>1.7 %</u>	<u>\$ 126,469</u>	<u>2.4 %</u>

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.

DONATIONS AND SPONSORSHIP

2007-2008

A.J.'s Beads & Floral
Antipasto's
Artful Cookie
A-Team Carpentry Ltd.
B.C. & Associates Inc.
BMO Employee Charitable Foundation
Beatties Basics
Beef Baron Restaurant
Best Way Bedding Ontario Inc.
Best Western Rose City Suites
Blue Star Restaurant
Bob Robinson Construction
Boston Pizza
Brian Cullen Motors Ltd.
Burkholder's Automotive Sales & Service
CTV Inc.
Canadian Linen & Uniform Service
Canal City Savings & Credit Union
Cheers Restaurant
City of St. Catharines Recreation & Community Services
Cogeco Cable Canada Inc
Commercial Air Services
Custom Crafted Golf Clubs & Clinic
Cytec Canada Inc.
Dairy Queen
Daniel & Partners LLP
David I. Shapiro Barristers & Solicitors
Durward Jones Barkwell & Company LLP
ETFO Niagara
Faloo's Deli
F.I.R.E. Incorporated
First Niagara Insurance
Great West Life Assurance Company
Grenville Inspection Services Inc.
Hicks Lumber & Builder Supplies
Home Hardware
Inniskillin Wines
Investors Group
Jackson Trigg's Niagara Estate
John Howard Society of Niagara
KEW Steel Fabricators Ltd.
Kraft Canada
Lancaster Brooks & Welch LLP

Lewis and Krall Home Health
Lincoln County Transmission
Lori's Hair Design
Mackie Mountain Archery
Mama Mia's
Marlin Travel
Men Zone
Meridian Credit Union Ltd.
Meyers Fruit Farms & Greenhouses
Micro Tech Niagara Inc.
Miller's Auto Recycling
Molson's
Mountainview Properties
Niagara 21st Group Inc. (TGI Friday's)
Niagara Association of Realtors
Niagara Battery & Tire
Niagara Fruit & Vegetable Growers Ltd.
Niagara Helicopters Ltd.
Niagara Hospitality Hotels
Niagara Osteopathic & Rehabilitation Centre
Niagara Plumbing Supply
Olsen & Sottile
Ontario Real Estate Association Foundation
Papa Nick's Bakery & Cafeteria
Partridge Iggulden
PenFinancial Credit Union
Prince of Wales School
Professional Hockey Player's Association
RBC Royal Bank
Real Canadian Superstore
Richmond Metal Service
Richochet Water
Royal LePage
Rum Jungle
Salon Eskada
Scooters Bar & Grill
Sobey's
St. Catharines Motorcycle Centre
Star Collision
Steed & Evans
The Lion Tavern
The Town of Fort Erie
Tim Hortons

TRG Insurance
TST Safety Training
United Way of Greater Toronto
Vintage Hotels
Walker Company Development Corporation
Wilson Banwell Human Solutions
Xerox

DONATIONS RECEIVED IN MEMORY OF:

Ellwood Hawthorn
Geoffrey Hawthorn
Carmine Memme
Rosanna DiPaola
Karl Stunt

We would also like to recognize the many individuals who have contributed to our agency during the 2007-2008 fiscal year. A special thank you to all!