

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.



**ANNUAL REPORT
2010-2011**

ANNUAL REPORTS
2010-2011

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INTRODUCTION TO BICR 2010-2011

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. Based in St. Catharines, BICR serves the needs of adults throughout the Niagara Region.

Our organization was founded in 1988 by a group of concerned parents and professionals who felt that specialized services were needed in the region. A volunteer Board of Directors 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
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I welcome our Guests, Staff and Board of Directors to Brain Injury Community Re-entry (Niagara) Inc.'s 23rd Annual General Meeting. Again this year we had a full slate of 10 active Directors. I thank our Board of Directors for their dedicated services during the past year.

Recently at one of our monthly Board of Director meetings I had the pleasure of signing 20 year employee recognition awards. This is the second consecutive year for 20 year awards and quite an accomplishment. I congratulate these employees as well as the other 5, 10 and 15 year recipients.

This year we are finally moving forward with a new residence for the Welland district, replacing St. Lawrence residence as our lease expires. Hopefully construction will be underway by this Annual General Meeting.

I again had the opportunity to thank our volunteers at a small reception held on Wednesday, April 13th. It was a pleasure to hold this function in our own added office space at Martindale Road. It is very encouraging to have 45 to 50 volunteers in our organization.

I thank the Staff, Managers and Frank our Executive Director, as well as the Board of Directors for making this 23rd year of BICR operating as smoothly and efficiently as it has and with hopes for continued success for many more years to come.

Have a safe and enjoyable summer and God Bless all.

NICK OSTRYHON
PRESIDENT

**RAPPORT ANNUEL DU PRÉSIDENT
2010-2011**

Bienvenue à la 23^e Assemblée générale annuelle du centre Réintégration communautaire des personnes ayant une lésion cérébrale (Niagara). Encore une fois cette année, les dix postes du conseil d'administration sont pourvus. J'aimerais remercier les membres du conseil d'administration de leurs services dévoués au cours du dernier exercice.

Récemment, au cours d'une réunion mensuelle du conseil d'administration, j'ai eu le plaisir, pour la deuxième année de suite, de signer les certificats de mérite d'employés qui célèbrent 20 années de services. C'est tout un exploit! J'aimerais féliciter ces employés ainsi que tous ceux qui ont reçu un certificat de mérite pour 5, 10 et 15 années de services.

Cette année, nous déménageons enfin dans notre nouvelle résidence dans la région de Welland, quittant la résidence St. Lawrence à l'expiration de notre bail. Nous espérons que les travaux de construction seront déjà en cours au moment de la tenue de notre assemblée générale annuelle.

J'ai encore une fois eu l'occasion de remercier nos bénévoles à l'occasion d'une petite cérémonie tenue le mercredi 13 avril. Ce fut un énorme plaisir d'organiser cet événement à nos locaux élargis, chemin Martindale. Il est très encourageant d'avoir 45 à 50 bénévoles travaillant pour le compte de notre organisme.

J'aimerais remercier le personnel, les gestionnaires et Frank, notre directeur général, ainsi que les membres du conseil d'avoir permis à l'organisme d'exercer ses activités de la façon la plus harmonieuse et efficiente possible et j'espère que ce sera le cas pendant encore de nombreuses années.

Je vous souhaite à tous de passer un été agréable et sécuritaire. Que Dieu vous bénisse!

**NICK OSTRYHON
PRÉSIDENT**

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
EXECUTIVE DIRECTOR'S ANNUAL REPORT
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This past year has been extremely busy for Brain Injury Community Re-entry (Niagara) Inc. (BICR), and in many ways one of the most satisfying for me since I became Executive Director. The organization has finally purchased land and the plans have been completed for our new residence to replace the St. Lawrence site. This long process is now at a point that construction can begin in 2011.

Once again we have employees celebrating 5, 10, 15 and 20 year service awards which is a great accomplishment, congratulations! The Board of Directors have provided excellent guidance and leadership during the past year and their continual support is a great asset to BICR and our participants and their families.

The organization has leased additional space at our main office to bring our Personal Effectiveness Training program in partnership with March of Dimes to a location more suitable for success. This change has benefited our participants and staff and has allowed greater flexibility to provide additional programs, services and group work. I would like to thank Mountainview Homes for their continued support to BICR.

Personally, I continue to be involved with the Local Health Integration Network Acquired Brain Injury Services Group (LHIN ABI) which continues to push the acquired brain injury agenda in our local LHIN. This includes education and collaboration for acquired brain injury in our area. On a provincial level I am currently working with all other acquired brain injury service providers to ensure the Provincial Government is aware of the growing issues we all face. Waitlists across the province continue to increase and therefore can cause organizations such as BICR to find new and creative ideas to provide services within our current resources. Referrals continue to arrive on average of 12 per month and we strive with our Case Management Team to help those individuals on the waitlist as much as possible.

I would like to take this opportunity to thank the Management Team, Staff and Board of Directors for all of their efforts which continues to make a difference in the lives of our participants and their families. I wish everyone a healthy and happy year.

FRANK GRECO
EXECUTIVE DIRECTOR

**RAPPORT ANNUEL DU DIRECTEUR GÉNÉRAL
2010-2011**

Le dernier exercice a été très mouvementé pour le centre Réintégration communautaire des personnes ayant une lésion cérébrale (Niagara) (BICR), et de bien des façons, il fut l'un des plus gratifiants depuis que je suis devenu directeur général. L'organisme a finalement acheté un terrain et mis la dernière main aux plans de construction d'une résidence qui remplacera la résidence St. Lawrence. Après un long processus, les travaux de construction pourront commencer en 2011.

Encore une fois, nous avons des employés célébrant 5, 10, 15 et 20 années de services ce qui est une réalisation remarquable. Félicitations à tous! Le conseil d'administration a donné d'excellents conseils et fait preuve d'un leadership extraordinaire cette année et son soutien indéfectible est un atout précieux pour le centre, ses participants et leur famille.

L'organisme a loué des locaux supplémentaires à son bureau principal afin de pouvoir offrir le Programme de formation professionnelle en partenariat avec le Marche des dix sous à un emplacement mieux adapté au succès. Ce changement a été bénéfique pour les participants et le personnel et nous a donné plus de souplesse pour offrir davantage de programmes, de services et d'activités en groupes. J'aimerais profiter de cette occasion pour remercier Mountainview Homes du soutien précieux qu'il a offert à BICR.

Sur le plan personnel, j'ai continué à collaborer avec le Groupe des services aux personnes ayant une lésion cérébrale du Réseau local d'intégration des services de santé qui continue de travailler pour le compte des personnes ayant subi une lésion cérébrale auprès de notre RLISS. À l'échelle provinciale, je travaille actuellement avec tous les autres fournisseurs de services aux personnes ayant subi une lésion cérébrale afin de sensibiliser le gouvernement provincial aux problèmes croissants auxquels nous devons tous faire face. Les listes d'attente dans la province continuent de s'allonger et les organismes comme le nôtre devront trouver des idées nouvelles et créatrices pour pouvoir continuer à offrir des services avec les ressources dont ils disposent. Nous continuons à recevoir une douzaine de renvois chaque mois et essayons, avec l'aide de notre équipe de gestionnaires de cas, d'aider le plus possible les personnes qui se trouvent sur la liste d'attente.

J'aimerais profiter de l'occasion pour remercier les membres de notre équipe de gestion, de notre conseil et du personnel pour tous les efforts qui continuent de faire une réelle différence dans la vie de nos participants et de leur famille. Je vous souhaite à tous de passer une année agréable et en santé.

**FRANK GRECO
DIRECTEUR GÉNÉRAL**

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
22ND ANNUAL GENERAL MEETING MINUTES
JUNE 9TH, 2010

Present: Nick Ostryhon, David Shapiro, John TeBrake, Frank Greco, Jacqui Graham, Dr. Linda Cudmore, Doug Kane, Leslie Warriner, Luc Savoie, Steve Murphy

Regrets: Brenda Yeandle

1. Meeting called to order at 5:04 p.m.

2. Adoption of the Agenda

Motion: To adopt the agenda for the 22nd Annual General Meeting, as presented.

Moved: Jacqui Graham

Seconded: David Shapiro

Carried.

3. Review and approval of the minutes from the Annual General Meeting held on June 24th, 2009.

Motion: To approve the minutes of the 21st Annual General Meeting held on June 24th, 2009.

Moved: Jacqui Graham

Seconded: John TeBrake

Carried.

4. Financial Report & Investment Review

Larry Iggulden presented the financial report. Larry provided a review of the agency's audit report conducted by Partridge Iggulden Chartered Accountants and included the balance sheet, the statement of revenues and expenses, donations and fundraising as well as the cash flow statement.

Nick Ostryhon made a motion to accept the annual financial report as presented.

Motion: To approve the Annual Financial Report ending March 31st, 2010, as presented.

Moved: John TeBrake

Seconded: Leslie Warriner

Carried.

5. Other Business:

1. Nick Ostryhon presented the President's Report
2. Frank Greco presented the Executive Director's Report
3. Appointment of Auditors

Motion: To appoint the accounting firm of Partridge Iggulden for the operating year of 2010-2011.

Moved: David Shapiro

Seconded: John TeBrake

Carried.

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4. Recognition of the 2009-2010 Directors.

Nick Ostryhon – President
Jacqui Graham – Secretary
Steve Murphy – Director
Luc Savoie – Director
Doug Kane – Director

Brenda Yeandle – Vice-President
John TeBrake – Treasurer
David Shapiro – Director
Dr. Linda Cudmore – Director
Leslie Warriner – Director

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

Nick Ostryhon – President
Jacqui Graham – Secretary
Steve Murphy – Director
Luc Savoie – Director
Doug Kane – Director

Brenda Yeandle – Vice-President
John TeBrake – Treasurer
David Shapiro – Director
Dr. Linda Cudmore – Director
Leslie Warriner – Director

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

7. Meeting adjourned at 5:30 p.m.

Motion: To adjourn the 22nd Annual General Meeting.
Moved: Jacqui Graham
Seconded: Leslie Warriner
Carried.

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
INTAKE DEPARTMENT ANNUAL REPORT
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The Intake Coordinator has been involved in a number of internal committees during this fiscal year. This has included the Participant Safety Steering Committee, Ethics Committee, Admissions Committee, Falls Prevention Committee, Behavior Review Committee, and CIM committee.

There were a number of external information presentations that were arranged by the Intake Coordinator for community agencies. Most often these presentations highlight the services that BICR will provide to eligible participants, the intake process, eligibility criteria and waitlist. The Intake Coordinator has also presented to the Personal Support Worker program through Niagara College as part of a career day.

The Intake Coordinator also facilitated several recreational sessions at Whispering Pines, WRAP groups and Men's group as coverage for the Recreation Coordinator.

One of the more notable tasks that the Intake Coordinator has (continues) been part of is the interRAI Community Health Assessment (Inter RAI CHA) project. This project is a new assessment tool to be used by a number of community agencies which will help identify participant needs. Not only will the Intake Coordinator be trained to complete this assessment but will also be responsible for training other colleagues. BICR has identified to the RAI CHA committee that they would like to be the pilot agency for this exciting project.

CHALLENGES AND TRENDS

Within the last fiscal year there was a change with the Intake Coordinator. The position was filled in February of 2011 when Joe Talarico was assigned the role. Joe has been with the agency for over 13 years so the transition from Case Manager to Intake Coordinator was a seamless one. Although the new intake person has been in this role before there have been a number of changes in responsibilities. The main changes in this position have been keeping quarterly stats (in addition to monthly stats) for the Local Health Integrated Network (LHIN), making referrals to other agencies when an applicant is not eligible for BICR services and the RAI CHA project. The Intake Coordinator will continue to work hard at adopting these new changes and looks forward to completing these tasks in a timely manner. One solution to overcome the obstacles is the Intake Coordinator now has remote access from home to assist with the time management of these demands.

According to the numbers being provided (total 34) over the identified time period the majority of acquired brain injuries have been the result of strokes. A high number of referrals come from Shaver Hospital as we have built a strong relationship with them over the last few years.

CAUSE OF INJURY	PERCENTAGE OF INDIVIDUALS
Stroke	23.5%
Motor Vehicle Accident	11.8%
Anneurisim	11.8%
Act of Violence	8.8%
Anoxia	8.8%
Other	35.3

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During this fiscal year, the Intake/Admissions Coordinators from various agencies within OACBABIS have been involved in teleconference calls discussing admissions, transitions, and discharge planning issues. Although the new Intake Coordinator has not officially been part of those meetings, efforts will be made to work with other agencies to make the most out of services currently being provided.

Residents from the St.Catharines and Thorold region have the highest number of participants for the identified time period. Niagara Falls alone is compared to Welland, Port Colborne and Fonthill (as a group). As you will see in the chart the numbers are broken down in percentages.

REGION	PERCENTAGE OF INDIVIDUALS
St.Catharines/Thorold	44.8%
Niagara Falls	20.7%
Welland/Port/Fonthill	20.7%
Surrounding area	13.8%

The breakdown of the age characteristic is based on the percentage of individuals who currently receive service within BICR and that came into service over the last fiscal year. These numbers are:

AGE	PERCENTAGE OF INDIVIDUALS
20-24	5.9%
25-29	8.8%
30-34	5.9%
35-39	8.8%
40-44	5.9%
45-49	2.9%
55-59	17.6%
60-64	14.7%
65+	2.9%

In summary, the 2010-2011 fiscal year has been a busy year and continues to provide a service to a number of individuals and their families living with the effects of an acquired brain injury.

JOE TALARICO
INTAKE COORDINATOR

MODULAR SERVICES ANNUAL REPORT 2010-2011

GENERAL OVERVIEW

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

- Case Coordination (2 full time Coordinator positions)
- COSS (1 Case Facilitator position)
- Fee For Service (securing and overseeing 3rd party funded contracts)
- Long Term Case Facilitation (1 Case Facilitator position)
- Office Secretary (1 full time position)
- Personal Effectiveness Training Program (PET) (1 Coordinator, 1 Rehabilitation Counsellor)
- Recreation Services (1 Coordinator position)
- Rural Services along Erie Shoreline (1 Coordinator position)
- Vocational Services (1 Coordinator, 1 full time Case Facilitator Position)

PROGRAM INITIATIVES AND HIGHLIGHTS

The 2010-2011 fiscal year was a productive year for Modular Services. It was a time of considerable change and growth from a program perspective.

BICR's newest program providing rural services along the Erie shoreline was fully implemented. This initiative has strengthened BICR's partnership with the Head Injury Association of Fort Erie. Group Programming is completed with members of HIAFE and BICR on Monday and Tuesday of each week at the HIAFE office. Together our organizations have increased the number of individuals accessing group programming; something that we wouldn't have been able to do in isolation of each other. BICR was able to donate a computer to HIAFE's programming area. The Rural Services Coordinator also maintains an individual caseload the remaining three days of each week with the focus on meeting the needs of individuals within their home communities along the Erie Shoreline. A satellite office has been set up in HIAFE's building. In the inaugural year of this position a total of 28 individuals were served.

In June 2010 BICR's Vocational and PET program relocated to the same plaza as our administrative offices. The PET program has expanded the type of services they provide by offering short term skill building classes in conjunction with traditional respite oriented programming. The short term groups have been popular and are in keeping with our strategic direction.

In February 2011, the PET Coordinator facilitated a program planning day with a cross section of staff to review programming needs and utilization of the group space at Unit 10. As a result of this planning PET and Recreational services spearheaded redesigning BICR's Learning & Leisure Guide. Response to the new format has been positive. New recreational activities, computer lab organized and evening programming "Wacky Wednesdays" been introduced.

Case Coordination services remained stable throughout the past year. There was one staffing change at the end of this fiscal year as one Case Coordinator moved into the Intake Coordinator position. The vacant Case Coordinator role was filled internally.

Fee for Service contracts within the agency continued to include WSIB, Seriously Injured Worker Program, Automobile insurers, and individualized funding through the Ministry of Health. These contracts have included providing support on an outreach basis, in a long term hospital setting, respite and counselling and

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assessment services through BICR's Clinical Director and Social Worker. Current contracts ranged from 3 hours of support a week to 20 hours of direct support a week.

Vocational services had 1 staffing change during this fiscal year. Our newest Vocational Facilitator brings with her a wealth of employment experience and is highly valued as the newest addition to modular services. A new series of workshops focusing on employment laws and the rights and responsibilities of employers and employees was offered to participants. Vocational Services continues to provide support to participants in both competitive employment and supported meaningful volunteer work. The program continues to strengthen its partnership with a local employer Gardening Angels.

COSS Case Facilitator continued to co-facilitate an addictions group utilizing the SUBI (Substance Use and Brain Injury) framework.

BICR continues to receive high demand for supervised group vacation opportunities. Recreational Services rose to the challenge and coordinated 4 supervised vacation opportunities in 2010-2011. These included a spring trip to Boundless Adventure in the Ottawa Valley; a summer trip to the YMCA's Geneva Park resort in Orillia; a fall vacation to the Mexican Riviera; and a winter trip to Geneva Park. BICR's Recreational Coordinator and a cross section of staff from all areas of BICR do a highly commendable job of coordinating fundraising activities to offset the cost of these vacations for participants. Their efforts consistently ensure that these vacations are memorable for our participants. Additionally recreational services examined current programming schedules and began to trial new groups.

The Long Term Case Facilitator continued to provide excellent support to 38 individuals in the past fiscal year. Additionally, the LTCF participated in the ongoing discharge planning initiative and began a 6 month pilot project completing the discharge survey with participants.

Student placements and a Seed student continued to provide benefits to the PET program, and Recreation Services. A COSS CF reporting to modular services participated in the interview process of Social Service Worker Placement interviews in conjunction with the HR department. This CF continues to supervise students on placement.

BICR's marketing and promotional board was utilized at the Vocational Rehabilitation Association's National Conference in Niagara Falls in June 2010. The Ontario Association of CCAC's conference and tradeshow was also attended in June 2010 in conjunction with our not for profit counterparts across Ontario.

Internal Committee involvement included the Admissions Committee, Accreditation Canada ABI services (Co-Chair with Linda Rapley) and the Golf Committee. The writer was the management representative on BICR's prospective analysis on malfunctioning equipment. Externally, 1 day Strength Deployment Inventory (SDI) training was provided to first year Niagara College students in the Social Service Worker program in both September 2010 and January 2011.

The Office Secretary reporting to modular services continued to design BICR's marketing materials and in-

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house publications such as the Participant and Family Handbook, the Program Service Guide, etc. In early February 2011, the Learning & Leisure guide was revamped in collaboration with PET, Recreation and Vocation services to provide increased information, inclusion of the recreation calendar and new program initiatives. Sharon continues to be involved in maintaining the information on BICR's website, adding links and updating information as required. This position also provides invaluable support to managing the billing aspect of all third party funded contracts.

In June 2010 the writer had the opportunity to represent BICR at the annual Ontario Association of CCAC's conference and tradeshow with our not for profit counterparts across Ontario as well as the Vocational Rehabilitation Association's 2010 Annual Conference.

OBJECTIVES FOR THE UPCOMING YEAR

An Open House to highlight the programs and services provided at Unit 10 will be held in June 2011.

Recreation Services will plan and implement a Caribbean vacation in the 2011-2012 fiscal year.

BICR's services will be profiled at appropriate venues utilizing the marketing board. BICR will be a sponsor at the Acquired Brain Injury 2011 Provincial Conference hosted by the Ontario Brain Injury Association (OBIA).

As the Clinical Lead, the Modular Services Manager will be part of the change team to assist in implementing and supporting the Rai Cha assessment tool within BICR.

Continue to co-chair ABI services with the COSS Manager as we continue to prepare for our Accreditation Canada site visit.

While I have touched on the themes and program highlights of Modular Services in general, Case Coordination, Long-term Case Facilitation, Recreation Services, Vocational Services and PET Program have submitted annual reports on their respective departments outlining the activities and accomplishments in the 2010-2011 fiscal year. Please refer to these reports for additional information.

As I look forward to the 2011-2012 fiscal year I am excited by the opportunities that it will present. I am thankful to work with a dedicated and talented group of staff who continue to look beyond the status quo to ensure that we are meeting the needs of our participants and their families. Congratulations on another successful year!

DARLENE STEVENSON
MODULAR SERVICES MANAGER

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

The Case Management Program is typically the first level of service that a participant receives after they have been deemed eligible for Brain Injury Community Re-entry (Niagara) Inc. (BICR). The Intake Coordinator handles all referrals and acquires necessary medical reports and paperwork to present to the admissions committee.

Applicants typically request a variety of services such as Recreation, Vocational or Community Outreach Support Services. Others are uncertain of what services they would like to access. Applicants are placed on the Case Management waitlist. Once they are admitted to the program the Case Coordinator assists them by reviewing their support needs and coordinating services both internally and externally within the community. Ongoing assessments are completed to determine whether additional referrals are required within the agency and/or to outside service providers. Case Coordinators assist with short term goals such as an application to Ontario Disability Support Program (ODSP), locating housing, organization and addiction issues. Files are often closed at the Case Management level once their initial goals are achieved. If they are awaiting more comprehensive services such as Community Outreach Support Services, the Case Coordinators will continue to follow them until an opening becomes available.

STATISTICS

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

TOTAL FILES SERVED	FILE CLOSURES / DISCHARGES	TRANSFERS TO OTHER BICR PROGRAMS
70	21	18

Transfers occurred from Case Management to other BICR programs including Community Outreach Support Services, Vocational Services and the Long Term Care Case Facilitator. The average number of files per month for each Case Coordinator was 21.

HIGHLIGHTS FROM 2010-2011

At the end of this year there was a staffing change within the Intake Department and a new Case Coordinator was assigned. There was a short transition period during which the new Case Coordinator juggled his duties of both Community Outreach Support Services as well as his new duties within Case Management Program.

The Case Coordinators continue to be involved with internal committees such as Joint Health and Safety, Behavioural Review and the Social Committee and facilitate Crisis Intervention Management training to staff. One of the Case Coordinator's was accepted in January to sit on the Niagara Region's Accessibility Advisory Committee. One of the Case Coordinators continued to facilitate BICR's addiction group following the Substance Use and Brain Injury (SUBI) model.

The team continues to assess and survey present case loads to better serve participants and provide seamless service from the Intake level, waitlist and Case Management Program.

JONATHAN WILLIAMS
CASE COORDINATOR

JEFF SICA
CASE COORDINATOR

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PERSONAL EFFECTIVENESS TRAINING ANNUAL REPORT
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OVERVIEW

The Personal Effectiveness Training Program (PET) continues to provide service five days per week based on five 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 within a group setting. Topics have included an ongoing social and life skills group activities, cooking and nutrition, fitness and wellness, healthy lifestyles, money management, current events, falls prevention, disability awareness, independent living skills, making preservatives, environmental issues, geography, and mathematics skills.
- Physical exercise, leisure and community skills development have encompassed a wide variety of activities at the March of Dimes (MOD), and in the community. The activities have ranged from indoor and outdoor physical activities and include community outings, games, holiday crafts, Christmas baking, cardiovascular exercise, Yoga, weight training, music, jewellery making, baking, Fun in the Sun and gardening. Each year the program hosts craft sales and the proceeds are used to subsidize community outings and additional programs participants. This year, like the previous year, the PET program planned an additional fundraiser, a Spring Fling dance that was held on April 8, 2010. Due to the success of the Spring Fling dance PET ran a second dance in October 2010 with a Halloween theme. The PET program continues to purchase a subsidized group membership from the YMCA of Niagara. This has allowed the PET group to use the facilities at the YMCA as a group on a weekly basis.
- The PET program 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 Niagara participant to access but is not limited to short term involvement. Currently there are 18 participants involved with this component of the program.
- Community Connections continues to be offered on an ongoing basis to assist individuals to 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 Care of St. Catharines and Thorold, Niagara Action for Animals, The Animal Assistance Society, March of Dimes, YMCA of Niagara, Niagara Literacy Association of Fort Erie, The Humane Society and the Ontario Early Years program. Participants are provided opportunities to complete volunteer work projects as a group. Other projects involve participants completing work projects at a variety of community organizations.

STATISTICS

The number of individuals attending PET has fluctuated between 40 and 60 participants in the past year. The total participant numbers includes 11 OMOD participants and up to 21 BICR participants who attend the long term program in St. Catharines including music therapy. The fluctuation in program participant numbers is due to short term group initiatives offered throughout the year which served up to 28 BICR participants. In addition to the 40 to 60 participants who attend PET programs the new Yoga program serviced between 20 and 22 participants. This program began February 2010 and has been running continuously since with great success.

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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 three months. This is due to the nature of the request, transportation challenges and how one fits in the program. At the time of this report there is one participant on the wait list. Attendance varies for each person from a half day to five days per week. The average MOD's participant attends PET two days per week. The average BICR Niagara participant attends the program one and a half days per week.

HIGHLIGHTS

- In July 2010 the PET program moved to 261 Martindale Road Unit 10. Directly beside BICR Niagara's main office. The addition of Unit 10 has allowed for other departments to utilize the space for larger meetings and training sessions and an expansion of services.
- Since February 2010 Yoga has been offered to BICR Niagara participants. Participants have found this new initiative to be beneficial.
- Another highly successful group that has been offered in the past year was jewellery making. This group was offered over a 10 week period beginning October 2010. It provided participants with the opportunity to learn a new skill and contribute to a fundraising effort. Participants were given the opportunity to purchase their own jewellery at low cost and if they did not wish to purchase the piece it was sold during the annual craft sale.
- The PET program also offered a series of independent living skills groups. These groups were developed for an acquired brain injury population that is in transition and becoming more independent, therefore requiring more life skills and confidence in their abilities. PET ran its second independent living skills group during an eight week time period. The group focused on shopping, cooking skills, health and nutrition and kitchen safety. This program was again highly successful and will be offered again in May 2011. In addition to the cooking and nutrition group the PET program also offered a fitness and wellness program. Again, this program was designed for individuals with acquired brain injuries who are in transition and requiring more independent life skills. This program focused on community fitness programs and general wellness. A number of community fitness and wellness groups joined this group to share information and also allow our participants to try new fitness and wellness programs in a safe and secure environment for them.
- An expansion of our services has been a new computer lab which was fully functional by the end of the 2010-2011 fiscal year. Participants are now able to use three computers, which all have access to the internet and are wheelchair accessible.
- Planning and coordination for a new sign up/drop in program took place in February 2011. This program will begin in May 2011 and will run in the evenings at the new Unit 10 site.
- Fun Central was offered over an eight week block for PET participants as well as other BICR Niagara participants wanting to take part.

GILLIAN RODGER-PAGNOTTA
PERSONAL EFFECTIVENESS TRAINING COORDINATOR

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
RECREATION SERVICES ANNUAL REPORT
2010-2011

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 at Parkway Lanes	15 per week
Men's Group	7 per week
Fun in the Sun (June – August 2010)	17 per week

REGISTRATION PROGRAMS	PARTICIPANTS SERVED (averages)
Whispering Pines	8 per week
WRAP Mondays	5 per week
WRAP Fridays	8 per week

TRIPS	PARTICIPANTS SERVED (exact #'s)
Geneva Park August 2010 (Residential)	9
Geneva Park August 2010 (COSS & Modular)	7
Geneva Park March 2011 (Residential & COSS)	12
Boundless Adventures June 2010	11
Mexico December 2010	12

SEASONAL	PARTICIPANTS SERVED (averages)
Baseball Practices	12per week
Baseball Tournament	54 attended
Canoeing x 14 weeks	4 per week
COSS & Modular Services Christmas Party	90-100 participants attended
BICR Bowl-a-thon	21 participants attended
Spring Fling Dance April 2010	110 people attended
Halloween Dance October 2010	75 people attended

CALENDAR OUTINGS	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	TOTAL
# OF EVENTS	6	8	6	10	8	8	7	6	6	7	7	6	85
# ATTENDED	61	93	79	109	79	80	108	55	53	56	58	63	894

PROGRAM HIGHLIGHTS

- All ongoing groups and activities offered by the Recreation Department continued to maintain maximum numbers.
- The successful coordination of two summer trips and one winter trip to Geneva Park.
- BICR's recreational services worked closely with Boundless Adventures to provide a successful outdoor adventure trip.
- A vacation to Mexico was well attended and a successful endeavour.

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
RECREATION SERVICES ANNUAL REPORT
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- BICR continues to foster a successful partnership with the School of Horticulture for the WRAP program.
- Reformatting the Learning and Leisure Guide and Recreation Calendar and utilizing these publications as a tool to communicate recreational and group programs offered to our participants.
- The continuation of ongoing contact with residential recreation representatives, each residential site facilitating one recreation event each month.
- Continued success of seasonal recreation activities that include a Bowl-a-thon and Baseball Tournament.
- The successful implementation of new programs in conjunction with PET.
- The completion of two fundraisers, a Spring Fling dance and a Halloween dance.
- Van Coordinator for one agency vehicle housed at the BICR office.
- Provided day to day support to co-op students in recreational services from a variety of post secondary and high schools in the area.

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

DAVE HORTON
RECREATION COORDINATOR

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
VOCATIONAL SERVICES ANNUAL REPORT
2010-2011

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.

HIGHLIGHTS FROM 2010-2011

- A six year partnership continues with a small business called Cemetery Gardening Angels. The business provides gardening care to cemetery plots at six cemeteries in the Niagara Region. Cemetery Gardening Angels have hired a total of six individuals at a competitive wage to work at Victoria Lawn Cemetery two days per week and the Fonthill and Welland cemeteries three days per week. The surrounding cemeteries are being cared for by one participant and a staff person who use two days per week to go from one cemetery to the next to weed, deadhead and water the plots. There have been numerous hours dedicated to organizing schedules, transportation and staffing to make this endeavour successful.
- With continuous support from residential and outreach staff additional volunteer positions were secured for participants that require continued ongoing support/job coaching due to limited work skills, health concerns and/or employment barriers i.e. criminal records.
- Since 2003 the Vocational Department continues to be involved in the Niagara Region's Adopt-a-Road Program which was established as a public service program for volunteers to pick up litter along a designated road three times per year. It is a way for BICR to contribute to a cleaner and more beautiful regional road system.
- A Vocational Series Workshop has been offered to expand services from the Vocational Department and recruit prospective participants. The six series workshop is facilitated once a week to individuals who are interested in exploring their vocational ventures. Workshop examples include: Navigating through the Ontario Disability Support Program, Employment Laws, Tapping into the Hidden Job Market and Maintaining without Eliminating.

STATISTICS

During the past year the number of active participants has fluctuated between 22-29. The wait list ranged from 1-7 participants.

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

- Competitively Employed 5-9
- Seasonal Employment 6
- Volunteering Independently 6-10
- Volunteering with Support 5
- Job Searching 3-7

CHALLENGES

- Public transportation for the participants to and from employment or volunteer positions continues to be the biggest obstacle.

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
VOCATIONAL SERVICES ANNUAL REPORT
2010-2011

- Educating our participants in knowing their rights and responsibilities as an employee. Ensuring that they are made aware of all health and safety training and the use of protective devices, equipment and clothing.
- The economic recession continues to make it a difficult year in securing competitive employment for our participants. There are few jobs available and our participants are competing against an unusually larger number of people for entry level jobs, making it very difficult to secure employment.

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

TINA HORTON
VOCATIONAL COORDINATOR

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
LONG TERM CASE MANAGEMENT ANNUAL REPORT
2010-2011

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 2010-MARCH 2011

CASELOAD APRIL 2010	ADMISSIONS	DISCHARGES	TRANSFERS	CASELOAD MARCH 2011	WAITLIST MARCH 2011
37 participants	4	3	0	38	0
	2 COSS 2 Vocational				

The above statistical information provides an overview of the Long Term Case Facilitators caseload from April 2010 to March 2011. This writer started the fiscal year with 37 participants and ended with 38 participants, there were no participants on the wait list in March 2011.

REFERRALS/ADMISSIONS

Four individuals were admitted to the program during the course of the year. Two referrals were received from Community Outreach Support Services (COSS). Both participants received continued support on an as needed basis. Two referrals came from the Vocational Program, these two individuals met their vocational goals however required continued support from the organization.

AREAS OF SUPPORT

Assessment, coordination, problem solving and advocacy with and/or on behalf of the participant continue to be the main focus of support provided by the Long Term Case Facilitator. Emotional support and assistance with problem solving providing information, education and assistance with linking individuals with both internal services and external services were provided. Writer addressed participant housing concerns and assisted with comprehension of correspondence and form completion. Support was also provided to participants during medical appointments. The Long Term Case Facilitator 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 (30 crisis were tracked during the aforementioned fiscal year). This represented an increase in crisis behaviours when compared to the previous fiscal year where 24 crises were responded to. In reviewing the statistical information it appears the increase correlated with significant emotional events in participants lives.

TRANSFERS

There were no transfers from Long Term Case Facilitation to another department during this fiscal year.

DISCHARGES

Three discharges took place from April 2010 to March 2011. Two of these participants had not accessed support for an extended period of time and agreed that further support was no longer required; the other individual passed away.

SPECIAL PROJECTS

- Participation in the Pandemic Planning Committee continued during this fiscal year the focus of the team was on developing an Outbreak Management Plan.

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LONG TERM CASE MANAGEMENT ANNUAL REPORT
2010-2011

- Modifications to the Discharge Survey continued until September 2010. A six month trial of the survey was initiated in October 2010. The survey was completed by participants who were discharged from COSS and Modular Services.

- One additional rent supplement (In-situ agreement) was secured through Niagara Regional Housing which was utilized by a COSS participant.

DONNA RIX
LONG TERM CASE FACILITATOR

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
COMMUNITY OUTREACH SUPPORT SERVICES ANNUAL REPORT
2010-2011

GENERAL OVERVIEW

The Outreach department continues to provide variable support to approximately 100 participants throughout the region of Niagara, not including Modular Services, Fee For Service and Erie Shore participants. The Outreach team provides rehabilitation support to individuals with an acquired brain injury based on identified goals that are mutually developed. Generally the focus is on increasing independence and skill development. We work with individuals living on their own, living with family members, in Long Term Care Facilities or in Supportive Living programs with OMOD (Ontario March of Dimes) support. Our support is goal oriented, individualized and measurable to the extent possible. We also assist with many other issues as they arise thus the focus can often be on maintaining an individual within the community.

PROGRAM INITIATIVES & HIGHLIGHTS

- We are increasing our collaboration with community partners as we have individuals living in buildings where Ontario March of Dimes is providing support. This is a new initiative for OMOD funded by the LHIN. This has resulted in a close working relationship which enables the individuals to continue living on their own with additional support. BICR is then able to supplement support focusing on specific issues with brain injury.
- We continue partnering with NTEC in Port Robinson where we have our Horticulture program. This program runs from May until October two days per week. The BICR participants are responsible for flower beds in the front of NTEC and for 3 vegetable gardens at the rear of the building that are donated to a charitable organization. This program is therapeutic in nature as participants are assisted to focus their attention to specific tasks, engage in meaningful activities to them, and work collaboratively with others.
- Fun in the Sun, a weekly program at Lakeside Park in Port Dalhousie, replaces bowling from June until September. This initiative is facilitated by Outreach staff. A number of participants attend from all clinical departments within the organization. The program is structured with activities suitable for all and has received very good feedback over the last few years.
- We continue to use the shared care bed at the St Lawrence residence in Welland for weekend respite and this has been a great resource for family members and participants who enjoy the company of others. When required the Outreach department will supplement staffing to ensure a successful stay outside of the participants' home.
- COSS staff continue to participate in a variety of committees in the agency such as the Wellness committee, Social committee, Patient Safety Steering committee, Behavioral Review committee and the Joint Health and Safety committee.
- The department had placement students from the Social Service Worker program at Niagara College throughout the year and plans to continue to offer this valuable learning opportunity to students on an ongoing basis.

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
COMMUNITY OUTREACH SUPPORT SERVICES ANNUAL REPORT
2010-2011

- Several staff attended OBIA level one training and also level two. This training is always well received and assists staff in improving service delivery. We continue to support all staff in their quest for learning whenever possible by promoting attendance at conferences and various relevant in-services.

OBJECTIVES AND GOALS

- Continue to pool resources when possible to individuals living within the same Long Term Care facility or within close proximity. This is especially helpful when transportation is needed and allows participants to socialize with others who have similar experiences.
- We are excited about the new initiatives occurring with Unit 10 and PET. There are a number of new groups starting and lots of ideas for new groups that allow participants the opportunity to work on many aspects of increased independence, self esteem and community integration. The Outreach staff will be promoting the existing groups to the participants and family members and collaborating in developing and facilitating new groups.
- The department is interested in reviewing the current documentation expectations and working on streamlining some of the documents. The goal would be to combine and condense important information so that it would be more easily obtainable for staff.

A special thank you to all the Outreach staff and BICR support staff who work hard all year long to help make a difference in the lives of the participants and family members. I look forward to another fulfilling year with this great group of staff.

LINDA RAPLEY
COSS PROGRAM MANAGER

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
RESIDENTIAL SERVICES ANNUAL REPORT
2010-2011

GENERAL OVERVIEW

This report covers the period from April 2010-March 2011. Residential Services is comprised of the Richardson Court, St. Lawrence and Parkdale residential sites inclusive of the Transitional Training Facility located in the basement at the Parkdale residence. Plans have been approved for a new St. Lawrence location to be built in the fall of 2011.

RESIDENTIAL SERVICES

During this reporting period the Residential department provided resources and supports for a total of 16 full-time residential participant placements. This fiscal year continued to be a transitional year as two participants moved into full-time placements within a Long Term Care Facility (LTCF), and one participant moved out of St. Lawrence residence to live with his girlfriend in the Midland area. BICR was able to coordinate with Brain Injury Services of Simcoe for outreach supports to ensure a successful transition.

There continues to be a shared care arrangement with one of the residential participants who spends the weekend with her family and resides at St. Lawrence every Sunday to Thursday. This shared care arrangement continues to give individuals the opportunity to schedule weekend respite stays typically offered from Thursday evening to Sunday afternoon. Assessments are ongoing and being completed to allow another participant the opportunity to benefit from a weekend respite stay. During this fiscal year the respite program provided five families the opportunity to receive respite support for their loved one and give the caregivers a well deserved break. Each participant stayed at St. Lawrence an average of once a month and received over 48 hours of support. BICR continues to embrace the respite services as we recognize the value that this program provides to the families.

Services for all the residential participants were achieved through the dedicated efforts of supportive staff teams. During this year, Richardson Court had some changes to their team where the addition of a second Case Facilitator was introduced to give more direct floor time to all CF's. The Case facilitators at St. Lawrence and Parkdale programs are also spending an increased amount of time completing direct floor shifts. Our highly skilled staff team is comprised of 2 team coordinators, 4 Case Facilitators, 64 rehab counselors, and 4 students. The team continued to provide assistance to participants with regards to all aspects of their life including activities of daily living, meaningful / productive activities, frequent community involvement, and behavioural management. As the residential program continues to accommodate an aging population, we have embraced these changes in order to meet the needs of our participants. The department has remained diligent on further fostering supports so that individuals whose functional needs have surpassed their rehabilitative efforts can begin the process of transferring into Long Term Care facilities. To date, there continues to be one participant who remains on the waitlist for a LTCF with conversations being held for an additional two participants who require further assessment.

The residential team continues to be committed to the agency's strategic direction which includes the implementation of a culture of safety. The policy on lifts, transfers/ repositioning has recently been reviewed and revised. We continue to be grateful to all the residential staff for their tireless efforts and dedication towards the improvement of quality of supports to our residential participants.

CHRISTINE WILLIAMS
PROGRAM MANAGER

MARGO VAN HONSBERGER
PROGRAM MANAGER

BUCKLEY TOWERS ANNUAL REPORT 2010-2011

GENERAL OVERVIEW

The Buckley Towers program is based in Niagara Falls and provides participants with a transitional living opportunity while living in their own apartment. The participants in the program access staff support on an intermittent basis and are working towards increasing their overall level of independence. Individualized goal areas focus on the further development of functional skills with the hope of establishing some meaningful, productive activity that includes frequent community involvement. The goal is to transition participants from this program into a community based setting with daily routines and skills in place.

The program operates 7 days a week from Monday to Friday (8:00 am – 9:00 pm) and from on weekends and holidays (9:00 am – 9:00 pm) with two full time staff working during the daytime hours. A total of four relief and part time staff augment the full time hours and work evening and weekend shifts.

BICR continues to have a thriving partnership with Niagara Regional Housing through the Buckley Program giving participants the opportunity to interact with other residents and become part of a community.

HIGHLIGHTS FROM 2010-2011

- Project Share continues to partner with Buckley and has invited participants to be involved in their annual gardening activity (watering, weeding, and cultivating a variety of fresh vegetables).
- In June 2010 a participant was able to successfully transition out of Buckley into his own apartment in St. Catharines with the introduction of COSS support. A participant from Case Management moved into the program effective July 2010.
- To date, one participant has actively been involved in an apartment search and has accepted an apartment unit in St. Catharines. Two other participants remain on the wait list to transition into other Niagara Housing units and one participant is involved in the process of locating a home to purchase. A challenge over the next fiscal year will be the Buckley program responding to the number of pending transitions.
- On April 21st, 2011 the Buckley participants participated in a clean-up in observance of International Earth Day.
- Upgrades to Buckley during this fiscal year consisted of new windows in all the units as well as a new gazebo built on the outdoor grounds of the building. These projects were funded through initiatives from Niagara Regional Housing.
- Within this past fiscal year, staff attended external training on ABI Conference in Toronto, a workshop on Workplace Hazards, and a community forum through Project Share in Niagara Falls.
- One of the challenges continues to center on addictions issues. The added Substance Use and Brain Injury (SUBI group offered to all BICR participants) has enriched the philosophical thinking for staff in that it encourages staff to embrace a harm reduction approach.

**BUCKLEY TOWERS ANNUAL REPORT
2010-2011**

- There continues to be some resistance from participants to transition out of the Buckley program because of lack of affordable housing units.
- In 2010, the Niagara Region launched a Wellness and Healthy Living Program for all Buckley residents which included services like exercise classes, foot care, blood pressure readings, information seminars and several social activities (holiday lunches and dances). This has been a welcomed addition for BICR Buckley participants as well as the other residents in the building.
- Two participants vacationed in Playa Del Carmen, Mexico in December 2010 with the Recreation program.
- Buckley's office received a new 42 inch flat screen TV with year end funds giving participants the opportunity to watch movies and sporting events.
- Beginning in February 2011, Buckley launched a new weekly structured program for the participants focusing on Easy meal ideas for healthy eating. This activity was followed by a social event where participants would play cards / games, watch a movie, or engage in conversation as a group.

SHELBY BANAS
TEAM COORDINATOR

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
PSYCHOLOGY SERVICES ANNUAL REPORT
2010-2011

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 five hours per week of secretarial time. The types of clinical services provided by Psychology include assessment (e.g., psychological, neuropsychological, behavioral, psychophysiological, brain mapping), intervention (e.g., individual, couples, family, biofeedback, neurofeedback), consultation (to BICR and community staff), on-call and crisis management support, and supervision. The use of psychophysiological methods continues to allow the Psychologist to provide better care for problems related to headache, chronic pain, and insomnia. The Psychologist is also available to complete reports and forms that help Participants access government and no-fault car insurance resources. These all represent clinical services provided to specific Participants, and total about 86 percent of the Psychologist's weekly hours. About 50 percent of the Psychologist's time involves face-to-face contact with Participants or their family members. The remainder of the Psychologist's activities include administrative, research, and educational duties.

During the 2010-2011 year, psychological services were provided to 81 unique Participants. There were 30 new referrals, and 48 discharges. The average time that Participants waited before beginning service this year was 14 weeks. For Participants who completed service this year, the average case was active for about 41 weeks. The large majority of recipients of psychological services continue to be Ministry of Health-funded Participants in Residential, Outreach, Case Management, and Modular Services.

The Psychologist remains involved in several BICR committees and task groups. These include the Management Team during planning days, Behavioral Review Committee, and Admissions Committee. Administrative Services supports the Psychologist in the Clinical Quality Assurance program, which has been running for almost seven years, and shows good achievement of clinical goals by Participants (e.g., 61 percent of Participant goals in their Individual Support Plan show at least some progress). These data also indicate that after admission, a Participant typically increases their engagement in meaningful activity by over 47 percent. Brock University continues to conduct research with BICR Participants to investigate recognition and response to emotional expression.

Students from Brock University's MedPlus program have visited BICR to shadow the Psychologist as they learn about health care professionals. The Psychologist also continues to teach first-year McMaster University medical students who are part of the Niagara campus at St. Catharines General Hospital.

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

SOCIAL WORKER ANNUAL REPORT
2010-2011

GENERAL OVERVIEW

Over the past year the social work program has been very busy with not only counseling but the planning and facilitation of group programs and the development of staff training opportunities. At this time the social work program provides counseling for participants and their family members at the main office and throughout the different communities in the Niagara Region. The social worker provides clinical consultation on a formal and informal basis to staff who are working with participants and their families.

Throughout the year the social worker has continued to co-facilitate the Substance Use and Brain Injury program with a case facilitator in the Community Outreach Support Services Program. At this time there are 7 participants who continue to attend the program on a weekly basis to receive on-going support and education after completing the program. There was also a new SUBI group started in January 2011 with 4 new participants. After the completion of the program the new participants began attending with the other 7 participants.

Over the past year there have been 23 referrals for service. The requests for service have been primarily for individual counseling and family education. The wait for service has varied depending on the identified need. Throughout the year the social worker has been developing different group programs including a family education group and a coping with stress program. The intention is to offer both programs in a time limited format several times throughout the year. These programs will commence in the Spring and Summer of 2011. The coping with Stress group will be offered in collaboration with the psychologist.

It has been a busy year filled with many new opportunities. I look forward to continued growth and development within this program

DIANE THOMSON
SOCIAL WORKER

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
PROJECT MANAGER ANNUAL REPORT
2010-2011

Many thanks are extended to department staff for their ongoing commitment in supporting the agency each and every day. This has been a very busy year!

Here are highlights on some of the numerous initiatives:

- Coordinating the securing of new office space near the main office for the Personal Effectiveness Training and Vocational programs. The necessary renovations and move of the programs to this new location was a huge success and it's wonderful to have these two programs close. As well, the additional space provides another venue for training and other participant functions.
- Developing an Outbreak Management Plan to effectively respond to illnesses that do not fit the criteria of a pandemic, but still require a formal and planned response. (For example: enteric outbreak management at a specific residential site.)
- Design, development and testing of electronic signature technology, called *e-notes*. This web-based system was specifically programmed for BICR and the software will enable staff to record all participant Counsellor Notes electronically. Each record will be automatically date and time stamped and will include a secure electronic staff signature. The Records Secretary will then be able to upload the final result directly into DocuShare and Paperport which are the agency's records management systems. To complete the cycle, staff will be able to access and view the participant's current information directly from their desktop.
- Other Strategic Information Systems Planning included:
 - A second remote server was installed that improves staff's accessibility as well as serves as a back-up for sites accessing the main office network.
 - Additional Office 2007 licenses were purchased to continue to upgrade computers throughout the agency.
 - Acquisition of more than twelve new computer systems, which in turn resulted in eight additional work stations being upgraded, for a total of 18 systems being affected by the domino effect of the rollover. Along with enhancing technology for staff, two of the computers were used to increase the number of systems available for participants to use at P.E.T. and one of the systems was provided to BICR's community partner HIAFE for their program.
- Replacing the carpet in the main administrative and program areas of the office as well as painting the conference room.
- Implementation of BICR's annual test of the agency's Emergency Response Plan at staff meetings. During the test, staff anonymously completed a short questionnaire about the agency's emergency plan. Once completed, the surveys were collected and then the answers were reviewed as a group. The information shared during the group review was extremely beneficial to staff and increased their knowledge and understanding of the process.

PROJECT MANAGER ANNUAL REPORT
2010-2011

- Completed a Prospective Analysis by working through the Errors of Omissions process. This involves analyzing key participant processes with the goal of being proactive in identifying and preventing problems to a risky participant process. This year's topic was "Malfunctioning Equipment" and ultimately, BICR will outline a process for staff to follow when they come across a faulty or malfunctioning equipment or device.

One challenge for the team was filling an open administration contract position. The subsequent replacements were short term and did not provide the agency with the longer term solution that would have been beneficial. To date the position is vacant, resulting in additional reception duties for staff.

OBJECTIVES FOR THE UPCOMING YEAR:

- Coordinate and prepare for the Accreditation Canada Survey scheduled for May 2012.
- Roll-out *e-notes* electronic signature software to all staff.
- Support implementation of the new RAI-CHA assessment process.
- Plan and facilitate the requirements for the new residence.
- Respond to the Strategic Direction – Communication and Technology – specifically with regards to Accessibility regulations.
- Complete Participant and Family Satisfaction surveys.

HEATHER OLSZEWSKI
PROJECT MANAGER

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
HUMAN RESOURCES DEPARTMENT ANNUAL REPORT
2010-2011

*"Far and away the best prize that life offers is the chance to work hard at work worth doing."
Theodore Roosevelt*

As I reflect on this past year's opportunities and accomplishments, this quote I believe, represents all who play an important role in BICR's success; as an employee, student and volunteer.

The Human Resources department's philosophy continues to be based on fostering consistent, fair and equitable employee relations, which supports the overall agency strategic goals. One of our main focuses is to market BICR as an employer and support provider of choice for our participants, employees, volunteers and students.

The HR department during this fiscal year had a slight change to its working team.

- Heather Gleddie accepted the contract position of Education and HR Coordinator from September 2010-August 2011.

During this year, the commitments to our health and safety initiatives were put to the test. BICR received notification that we would be participating in a WORKWELL audit. The Joint Health and Safety committee, HR department, and Management team took this challenge and hit the ground running. As a team, we began working through the process of preparing our environment, the employees and all key stakeholders in the major categories which would be measured. The end result was an 88.6% pass after the initial visit. This accomplishment is an amazing feat as less than 26% of any WORKWELL audit receives a pass during its first visit. In addition to this audit, the Joint Health and Safety Committee completed another year of reviewing and revising BICR's Health and Safety policies. During this process, we added a Healthy Eating Policy and a Mental Health and Wellbeing policy. These policies support BICR's Wellness Committee's initiatives, their philosophy and aided in another successful award winning year as we took home the "PLATIUM HEALTHY LIVING AWARD". Congratulations to the dedicated, hardworking Wellness Committee.

As the HR team continues to move forward with education, it was another successful year in relation to our mandatory training initiatives. The challenges were minimal but consistent to prior years (Space, Technology and having plenty of Facilitators) we continued to have attendance and participation during all levels of training. We added a new mandatory session to the NEW HIRE orientation as it relates to Accessibility Ontario Disability Act. In order to comply with this legislation, BICR choose to use an external facilitator (subject matter expert) to help roll out training to all tenured employees and NEW HIRES. In addition to new training, the education/HR team made changes to annual refresher training manuals and agendas, as well as added some new "Lunch n' Learn" topics to the calendar to provide variety and new information to all who attended.

Recruitment, retention and engagement will continue to be an "ongoing", yet at times frustrating component of any work environment. However, I believe as the HR team continues to work with the Management team to implement new ideas we can continue to bring on innovative and eager recruits, in addition to, keeping our tenured team of employees engaged, challenged and overall committed to working together to embrace our strategic goals and our philosophies as it relates to our participants, and our environment. Our recruitment

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
HUMAN RESOURCES DEPARTMENT ANNUAL REPORT
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and attrition is on par with other years, and the challenge is once again to keep our casual employees with enough hours until permanent part and full time positions become available.

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. Scheduling, training, work life balance and autonomy and of course working with the participants, are identified as strengths of our agency. Another regular feedback mechanism is exit interviews which analyze both our strengths and areas of opportunities. This year, our biggest challenge was trying to capture enough information in order to chart and trend "*what's good, what's great and what are our challenges at BICR*". A new goal for the up-coming year in the HR department is to tweak the questions and format of our exit interview tool, as well as, finding a method to increase our success rate in the number of completed exits. This initiative is necessary as exit interviews provide information which can help build a better environment. The information we receive from these methods of feedback at the end of the year are analyzed, summarized and communicated to all in the internal digest.

The Human Resources Department will continue to monitor its operations, identify and act upon continuous improvement opportunities. The HR department will remain dedicated to cost savings initiatives and advocate for the resources to increase efficiencies within the department and interdepartmentally. We will continue to review and revise the Strategic Human Resources Plan in light of the changing business environment to operationalize the agency's mission and strategic direction, maximize opportunities and identify alternatives for agency growth.

Thank you to Jacqueline Buchanan, Heather Gleddie and Erica LaPlante for working collectively, creatively and professionally as we continue to contribute to another successful year.

GINA AIELLO
DIRECTOR, HUMAN RESOURCES

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
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One of the most consistent remarks I hear is that BICR is such a wonderful place to work because of its flexibility and focus on work / life balance. These comments are reflected in the staffing numbers for the previous fiscal year.

EMPLOYMENT STATUS CHANGES, NEW HIRES AND RESIGNATIONS / TERMINATIONS

STATUS CHANGE REASON	NUMBER
New Hires (External)	21 (1 Interim Coordinator; 2 CFs; 18 relief Rehabilitation Counsellors)
Resignations / Terminations	20 (5 in COSS; 11 in Res; 1 in Mod Svcs; 2 reporting to the ED; 1 in Admin)
Internal Status Changes	28 (including 11 permanent promotions)

STAFFING

However, the numbers only tell part of the story. If we take a closer look at the numbers we see that, while we remained generally consistent with the amount of new external hires last year and departures; both sets of numbers indicate a slight downward trend year over year. Another statistic worth noting is BICR's retention rate, 80% of staff are still with BICR one year after hire; however, the average tenure for those resigning employees in 2010- 2011 was 0.51 years. However, this is in contrast to our average tenure as an agency, which stands at 6.79 (including those employees just hired in February 2011). BICR was fortunate to again receive funding for two (2) summer students through Canada Summer Student Jobs. Both were successful in their placements and one remained with us on a relief capacity during the school year. While speaking of students, it is noteworthy that two of the five new employees in February had done their school placement with us.

PERFORMANCE APPRAISALS

Performance Appraisals are an integral piece of the employee engagement and development process at BICR. However, the process is only as good as the information being gathered. It came to our attention during 2010 that the entire procedure was looked at with something akin to fear, resulting in inconsistent results. Therefore, the HR department revamped the process in order to make it more user-friendly and transparent. To that end, while we have kept the fundamental building blocks, the agency strategic goals, we have added a more quantitative piece regarding adherence to policies and procedures, as well as directly relating the strategic goals to concrete examples of behavior on the job for each position and employment status. We feel that the new process is more participative for both parties and leads to more discussion and coaching opportunities. We have also hosted training sessions for managers and employees on how to complete the process.

HIGHLIGHTS

- A new position was created, Rural Services Coordinator. It was advertised externally, however, we were happy to fill it internally, which had a tremendous trickledown effect in terms of internal movement.
- A new performance appraisal process & system was developed and implemented.
- For the first time five (5) BICR employees celebrated 20 years with the agency during the past fiscal year.

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- Positive and constructive comments on the exit interviews have directly led to an improved processes regarding communication.
- Internal audits of the personnel files, together with the coming of the new HRIS system, have led to a more user-friendly database for succession planning.

CHALLENGES

- The average number of staff on leave was 11 (over 90% of the leaves were due to maternity / parental obligations) which in turn translates into challenges finding coverage for an indefinite amount of time, or as a result of accommodations.
- A new Human Resources database is being created in conjunction with the Ministry; however, while it is full of promise, we are experiencing some setbacks. The go-live date has been pushed back and is now currently slated for June / July.
- An exploration of the trends mentioned in the exit interviews indicates some opportunities to continue to improve communication between coworkers and management.
- As mentioned above, a goal for the HR department in the coming year is to improve the retention rate of new relief hires.
- The coordination of the performance appraisal process will take some time to formalize and in the meantime the amount of appraisals to complete is large.

JACQUELINE BUCHANAN, MBA, CHRP
HUMAN RESOURCES/VOLUNTEER COORDINATOR

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The Education and Human Resources Coordinator position has continued to be a successful merger. The position has experienced increased level of responsibility in the Health and Safety component due to a Workwell Audit, and other health and safety initiatives.

HIGHLIGHTS

- 95% of staff have completed mandatory training required at orientation, where roughly 70% of staff have maintained the mandatory training, a decline from last year's number.
- The training provided to staff has remained the same compared to previous years, however with changing legislation from the Employment Standards Act, we have removed Routine Practices from the Health and Safety Refresher day, and combined it with Medication training to form a two-hour stand alone in-service.
- BICR has undergone a Workwell Audit from the WSIB and successfully passed during the first evaluation with a score of 88.6%. The WSIB evaluator will continue to monitor our progress, and ensure we make improvements in the necessary areas.
- The education department has provided a number of Lunch n' Learn sessions through our EAP provider Human Solutions. Topics include; Understanding Mental Health, and How to Manage Stress. Our clinical director Dr. Davis facilitated a very informative Winter Blues session for us.
- BICR continues to provide WHMIS training online through Internet Based Learning. The cost has increased due to HST; however performance continues to be strong.
- 97 out of 134 staff have completed AODA training.

CHALLENGES

- Training resources are continuing to be problematic. The availability and quality of resources makes internal training difficult at times.
- It is becoming challenging to keep staff engaged and interested in training, both during in-services, as well as maintaining a current training record.
- The newly leased Unit #10 is the area in which larger in-services are facilitated. The space presents challenges to facilitators and staff in terms of space availability, resources and sound.

FUTURE INITIATIVES

- Update Unit #10 with a better set up for training, perhaps more tables, chairs, overhead LCD projector, and controls for maximizing sound.
- Continue to research and deliver lunch n' learn sessions that are relevant and interesting for staff to participate in.

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- Maintain up to date on changes to legislation and amend training presentations to provide the most up to date information to staff.

ON-GOING OBJECTIVES

- Conduct needs analysis to determine what type of training is needed and where it is required. Foster open communication with staff and managers to assist in developing relevant training for staff at BICR.
- Evaluate mandatory training to ensure material stays relevant and informative, continue to outsource and research external training to provide staff with a wealth of knowledge surrounding ABI related topics.
- Continue to perform industry best practices and procedures.

It was demonstrated by the many challenges and learning opportunities this past fiscal year, that the role of HR/Education Coordinator remains a integral part of the HR Department at BICR. The education branch allows staff and participants to update their knowledge on recent research in the area of ABI and rehabilitation methods. Through this opportunity, BICR supports staff in growing both personally and professionally. I am honored to have been given the opportunity to join such a valuable and supportive agency within our community, and am confident that BICR will continue to be leaders in the field of ABI rehabilitation.

HEATHER GLEDDIE, CHRP
EDUCATION / HUMAN RESOURCES COORDINATOR

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The past twelve months has seen an increase of people wanting to donate their time and expertise to BICR, which perhaps is in recognition of 2011 being named the International Year of the Volunteer +10. Mostly drawn from the local post-secondary institutions and our website, our number of volunteers has exploded and we invited 40 active volunteers (i.e. having volunteered for at least 10 hours over the previous 12 months) to our Annual Volunteer Appreciation Event in April.

MONTH	HOURS	# OF VOLUNTEERS
April	792.5	28
May	317	22
June	312	21
July	274	23
August	184	22
September	137	27
October	192	25
November	285.5	25
December	128.5	24
January	442.5	29
February	466	30
March	544	30
Average	339.6	26

A trend that has started within the past twelve months is for participants themselves to want to give back to the agency in a volunteer capacity. To date we have two (2) participants who have gone through the external volunteer process in order to help other participants achieve their goals. Both are thriving and wanting more of their peers to become involved. This idea of mentors among our participants is being explored at all levels of the agency.

BICR maintains a strong relationship with local post-secondary institutions and we have expanded the programs from which we look at ongoing placement opportunities to include the Human Resources and the Administrative Programs at Niagara College. We have also continued to offer high school students both coop and volunteer opportunities. Increasingly, though, liability is becoming an issue for Niagara College and Brock University. This has translated into tightened policies around how much students are allowed to do independently, thereby limiting what we can allow the students to experience. This is still a work in progress for the College and Brock and we look forward to seeing what the end result will look like. In the meantime, we are formalizing the parameters of our placement programs and training potential supervisors on the new restrictions and benefits.

HIGHLIGHTS

- Paul Martino was named the recipient of the Margaret MacLennan Youth Volunteer of the Year.
- The amount of students hired from their placement continues to grow.
- New supervisors are allowing a more diverse placement experience.
- Record number of external, unconnected volunteers interested in donating of their time and expertise.
- Participants wanting to give back to the agency through volunteer work.

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- Slow turnaround for police checks is delaying the start of volunteer placements.
- Retaining volunteers.
- Finding supervisors for student placements.
- Maintaining a valuable placement experience for both supervisors as well as students.
- Improving timeliness of volunteers submitting their hours for the month.

The past fiscal year has been an incredible time of learning and I look forward to the challenges and opportunities that will come over the next twelve months.

JACQUELINE BUCHANAN, MBA, CHRP
HUMAN RESOURCES / VOLUNTEER COORDINATOR

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This past year has again been a rewarding period of development as the agency continues in its ongoing quest to provide excellent programs and services. As part of this dynamic group, the Accounting Department continues to strive to meet the needs of staff, participants and other stakeholders in an effective and efficient manner.

Last year, we reported that as part of the changes to the Ontario Health Care Reporting standards, we were in the process of changing payroll and the human resources software applications to make processes much more economical and efficient internally and in preparing automated reports for the LHIN and Ministry of Health. As the year progressed, we received feedback from other organizations that the application required an increased amount of initial planning & preparation to have a successful implementation. Due to the size of this project, we postponed the start date and are making significant in-roads to be operational by the summer of 2011.

With the introduction of the provincial compensation restraint bill late last spring, it was necessary for the agency to roll back the 1% wage increase that was added to the wage grid and employees earnings in April 2010. Employees were kept fully abreast of all information as it emerged and accepted the change as well as could be expected.

As part of the Accreditation Canada (AC) process, the agency introduced the Dashboard as part of our Integrated Quality Improvement Plan during the year. The Dashboard measures specific targets at the operational or departmental level while the Balanced Scorecard measures specific agency wide targets at a very high level. This document, that is circulated quarterly, is used by managers to view how program and/or departmental activities play a part in the agency's success.

The writer continued involvement with the LHIN 4 Community Support Services Network and also participated in a LHIN-wide transportation review. During the year, the Transportation Advisory Working Group spent a considerable amount of time developing a Coordinated Transportation Model for the Hamilton Niagara Haldimand Brant LHIN. It is hoped that this coordinated model of transportation services will be more readily available to individuals who need transportation to health/medical appointments.

March 31, 2011 marks the end of the first multi-sector service agreement with the LHIN branch of the Ministry of Health. This funding and accountability agreement is the new legal document that is now being used by the Community Support Sector. At the time of writing, we are in the process of signing an agreement for the upcoming three year term.

In terms of changes to resources during the year, we replaced a van, secured office space adjacent to the main office for the PET and the Vocational programs, repaved the driveway at Richardson Court and purchased furniture, equipment and software applications from surplus dollars. In addition, the groundwork has been laid to replace the St. Lawrence residence that is currently home for six individuals. After the many meetings and paperwork that have been attended to over the past year, we expect to break ground in May 2011 with an anticipated move in date of September 2011.

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With this, the next year is starting to appear to be another period of growth and development. We should have the new payroll/human resource information system in place by mid-summer, a new residence in place by fall and preparations over the winter for the 2012 Accreditation Canada review in the spring.

Many thanks are extended to Sue Keus and Jamie Bird who continue to strive to cultivate a collaborative working relationship with staff, participants and other stakeholders.

SANDRA HARDING, CGA
DIRECTOR OF FINANCE



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.

INDEPENDENT AUDITORS' REPORT

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

We have audited the accompanying financial statements of Brain Injury Community Re-Entry (Niagara) Inc. which comprise the statement of financial position as at March 31, 2011, the statements of revenue and expenses, accumulated surplus and cash flows for the year then ended.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian generally accepted accounting principles, 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.

Auditors' Responsibility

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

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

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

Basis for Qualified Opinion

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

Note 2 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 balance sheet 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 generally accepted accounting principles 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 generally accepted accounting principles could not be reasonably determined and as a result we are unable to determine the effect on expenses, net operating surplus, and net assets.

Qualified Opinion

In our opinion, except for the possible effects of the matters described in the Basis for Qualified Opinion paragraphs, these financial statements present fairly, in all material respects, the financial position of Brain Injury Community Re-Entry (Niagara) Inc. as at March 31, 2011 and its financial performance and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

St. Catharines, Ontario
June 6, 2011



PARTRIDGE IGGULDEN LLP

Chartered Accountants
Licensed Public Accountants

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.**STATEMENT OF FINANCIAL POSITION****MARCH 31, 2011**

	<u>2011</u>	<u>2010</u>
<u>ASSETS</u>		
CURRENT ASSETS		
Cash	\$ 231,188	\$ 173,488
Cash - Funds held for residents	29,709	24,293
Accounts receivable (Note 4)	147,695	115,025
Prepaid expenses	<u>19,665</u>	<u>15,633</u>
	<u>428,257</u>	<u>328,439</u>
RESTRICTED CASH		
Richardson Court Facility Reserve (Note 5)	41,715	50,960
Reserve Fund (Note 6)	<u>968,892</u>	<u>930,948</u>
	<u>1,010,607</u>	<u>981,908</u>
FIXED ASSETS (Note 7)		
	<u>402,666</u>	<u>411,460</u>
	<u>\$ 1,841,530</u>	<u>\$ 1,721,807</u>
<u>LIABILITIES</u>		
CURRENT LIABILITIES		
Accounts payable and accrued charges (Note 9)	\$ 439,829	\$ 339,146
Liability for resident funds	29,709	24,293
Current portion of long-term debt (Note 10)	<u>21,474</u>	<u>299,049</u>
	491,012	662,488
LONG-TERM DEBT (Note 10)		
	283,103	24,049
COMMITMENTS (Note 11)		
	<u>774,115</u>	<u>686,537</u>
<u>NET ASSETS</u>		
UNRESTRICTED - ACCUMULATED SURPLUS		
	-	-
EXTERNALLY RESTRICTED - RICHARDSON COURT FACILITY RESERVE (Note 5)		
	41,715	50,960
INTERNALLY RESTRICTED - RESERVE FUND (Note 6)		
	<u>1,025,700</u>	<u>984,310</u>
	<u>1,067,415</u>	<u>1,035,270</u>
	<u>\$ 1,841,530</u>	<u>\$ 1,721,807</u>

Approved on behalf of the Board:


 _____, Director


 _____, Director

St. Catharines, Ontario

June 6, 2011

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.**STATEMENT OF REVENUE AND EXPENSES****YEAR ENDED MARCH 31, 2011**

	<u>2011</u>		<u>2010</u>	
REVENUE				
Ministry of Health	\$ 4,664,245	85.8 %	\$ 4,549,913	84.6 %
Ministry of Health - Richardson Court Facility	72,337	1.3	81,735	1.5
Ministry of Health - Funding flow through	51,734	1.0	34,100	0.6
Fee for service	570,710	10.5	639,144	11.9
Rental income	67,350	1.2	66,313	1.2
S.E.E.D. grants	10,006	0.2	9,396	0.2
	<u>5,436,382</u>	<u>100.0</u>	<u>5,380,601</u>	<u>100.0</u>
EXPENSES				
Building and grounds				
Amortization	18,521	0.5	16,511	0.3
Occupancy costs	187,265	3.4	184,358	3.4
Interest on long-term debt	16,850	0.3	20,606	0.4
Building maintenance and utilities	109,959	2.0	63,471	1.2
Contracted out	51,620	0.9	38,011	0.7
Employee benefits	512,422	9.4	519,982	9.7
Equipment	49,547	0.9	76,574	1.4
Office expenses and food	212,038	3.9	182,753	3.4
Travel	153,119	2.8	157,063	2.9
Insurance	39,417	0.7	37,680	0.7
Professional fees	11,137	0.2	10,524	0.2
Other general expenses	118,346	2.2	112,509	2.1
Transfer to facility reserve fund	4,193	0.1	16,102	0.3
Wages	<u>3,925,176</u>	<u>72.2</u>	<u>3,929,957</u>	<u>73.0</u>
	5,409,610	99.5	5,366,101	99.7
Expense recoveries	<u>(81,478)</u>	<u>(1.5)</u>	<u>(81,199)</u>	<u>(1.5)</u>
	<u>5,328,132</u>	<u>98.0</u>	<u>5,284,902</u>	<u>98.2</u>
OPERATING SURPLUS	108,250	2.0	95,699	1.8
MINISTRY OF HEALTH FUNDING REPAYMENT	<u>(65,570)</u>	<u>(1.2)</u>	<u>(21,871)</u>	<u>(0.4)</u>
NET OPERATING SURPLUS	<u>\$ 42,680</u>	<u>0.8 %</u>	<u>\$ 73,828</u>	<u>1.4 %</u>

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.

DONATIONS AND SPONSORSHIP

2010-2011

All Niagara Insurance
Antipastos di Roma
Barclay & Todd
Beatties Basics
Best Way Bedding Ontario Inc.
Blue Star Restaurant
Body Shop
Booster Juice
Boston Pizza, Ontario Street
Brian Cullen Motors Ltd.
Canadian Linen & Uniform Service
Carpaccio Restaurant & Wine Bar
Celtic Club
Cheers Restaurant
CIBC Imperial Services, St. Catharines
City of St. Catharines, Parks & Recreation
Club Italian Lodge
Crystal Wines
Cytec Canada Inc.
Dairy Queen, Niagara Falls
David I. Shapiro Barristers & Solicitors
Dell, Lewis and Krall Home Health
Durward Jones Barkwell & Company LLP
Fallsview Casino
FIRE Inc.
Fonthill Building Supplies
Foodland, Thorold
Frank Cianfiana
Frank's Feather and Fin Limited
Giant Tiger, Niagara Falls
Golf Town
Great Wolf Lodge
Gretzy Winery

Guy Rizzo
Harvey Moving
Highland Trail Lodge
Horton Automatics
Investors Group, Anthony Leo
Investors Group, Luc Savoie
Keg Restaurant Ltd.
Kentucky Fried Chicken
Lancaster Brooks & Welch LLP
London Life – Freedom 55
Lori's Hair Design
Mama Mia's Italian Eatery
Marineland
Marlin Travel
Meridian Credit Union
Micro Tech Niagara Inc.
Mountainview Properties
Niagara Air Bus
Niagara Cleaning Supplies
Niagara College
Niagara Fitness
Niagara Ice Dogs
Niagara Parks Commission
Partridge Iggulden LLP
Pen Financial
Pirie Appliances Ltd.
Professional Hockey Players Association
Royal LePage, Karl Reiger
Rum Jungle
Shoppers Drug Mart
Skylon Tower
Star Collison
Steed & Evans

Super 8 & Pancake Plus
SVAT Electronics
The Kerrio Group
TR Electric
Transportation Safety Training
Wellbridge Fire Protection
Young Insurance

DONATIONS RECEIVED IN MEMORY OF:

Stewart Boutilier
George Cloverdale
Jason Fawcett
Karl Stunt

We would also like to recognize the many individuals who have contributed to our agency during the 2010-2011 fiscal year. A special thank you to all!