

# **BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.**



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**ANNUAL REPORT  
2013-2014**

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ANNUAL REPORTS  
2013-2014

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## INTRODUCTION TO BICR 2013-2014

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

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

### **MISSION STATEMENT**

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

### **VISION STATEMENT**

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

### **STATEMENT OF PHILOSOPHY**

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

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

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

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

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

**PRESIDENT'S ANNUAL REPORT  
2013-2014**

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I am pleased to welcome our guests, board of directors and staff to BICR's 26th Annual General Meeting. I understand this year we have a high number of staff receiving recognition awards for various terms of employment. Recently, I had the pleasure of meeting staff who have been with BICR for 23, 24 and 25 years. I feel the tenure shows our organization to be a good employer. Hopefully this continues in future years as BICR continues to operate smoothly and successfully.

The Annual Golf Tournament has changed location this year and will be held at the Legends of Niagara in Niagara Falls. This fall I'm hoping to see many of you there.

Again this winter some of our staff and participants went on a trip to Mexico. They had an enjoyable vacation and returned safe and sound. I thank the caregivers and staff of these individuals for allowing those that went an opportunity to get away from the severe winter we had this year.

BICR has entered into a new in-house venture. We have purchased a gardening business called 'Cemetery Gardening Angels'. Our participants and staff have had involvement with the business for several years. It provides part-time employment to individuals with an acquired brain injury, planting and maintaining cemetery plots in our region. The board is very pleased with this endeavor as it gives our participants a feeling of importance.

I'll conclude by thanking the board of directors for their time and service, and wish everyone a safe and enjoyable summer.

**NICK OSTRYHON  
PRESIDENT**

**RAPPORT ANNUEL DU PRÉSIDENT  
2013-2014**

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Je suis heureux de souhaiter la bienvenue à notre 26e assemblée générale annuelle aux invités ainsi qu'aux membres du conseil d'administration et du personnel de Réintégration communautaire des personnes ayant une lésion cérébrale (Niagara) inc. (BICR). Je sais que, cette année, plusieurs employés recevront un prix en reconnaissance de leurs années de service. Récemment, j'ai eu le plaisir de m'entretenir avec des membres du personnel qui travaillent à BICR depuis 23, 24 et 25 ans. Selon moi, leurs longues années de service montrent que notre organisme est un bon employeur. J'espère que ce sera encore le cas dans les années à venir.

Cette année, le tournoi de golf aura lieu au terrain Legends of Niagara, à Niagara Falls. J'espère que bon nombre d'entre vous serez des nôtres pour cette activité à l'automne.

Encore une fois cet hiver, certains de nos employés et participants ont fait un voyage au Mexique. Ils se sont bien amusés et nous sont revenus sains et saufs. Je remercie les aidants de ces participants ainsi que les membres du personnel qui s'occupent d'eux de leur avoir donné l'occasion de fuir le rude hiver que nous avons connu cette année.

BICR a conclu une nouvelle affaire en faisant l'acquisition d'une entreprise de jardinage appelée « Cemetery Gardening Angels ». Nos participants et notre personnel collaborent avec cette entreprise depuis plusieurs années. Celle-ci offre un emploi à temps partiel aux personnes ayant une lésion cérébrale acquise, qui sont chargées de la plantation et de l'entretien de terrains de cimetière dans la région. Le conseil est très fier de ce projet, car il donne aux participants le sentiment d'être importants.

Pour conclure, je tiens à remercier les membres du conseil d'administration de leur temps et de leur service et à souhaiter un bel été à tous.

**NICK OSTRYHON  
PRÉSIDENT**

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.  
**CHIEF EXECUTIVE OFFICER'S ANNUAL REPORT**  
**2013-2014**

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The year 2013-2014 has been one of change, with significant pressure being placed on the resources of BICR. The organization continues to receive an increase in referrals within our community, however there has been no increase to our base budget. The number of participants served has grown and this puts pressure on our staff and resources.

The Strategic Direction that I am involved with is partnerships. During this past year the organization has collaborated with some new community agencies whilst continuing to build on our long-term community partnerships. This allows for increased opportunities for our participants for both growth and success in their rehabilitation goals. New partnerships include working with the Oak Center and Tanguay Place. We continue to foster partnerships with March of Dimes Canada, Brain Injury Association Niagara, Head Injury Association of Fort Erie, Community Support Services, Niagara Regional Housing, Niagara Region, Community Care Association Centers, Canadian Mental Health and Community Addictions Services of Niagara. The following are BICR's current Strategic Directions:

1. **Participant Safety:** BICR will provide support and leadership and create a culture of safety within the organization to individuals living with the effects of an acquired brain injury.
2. **Participant Prospective:** BICR will prioritize services to meet the needs of participants with an ABI. The organization will continue to explore: aging at home initiatives, expansion opportunities and input via participant surveys to ensure the proper services will be provided at the right time.
3. **Partnerships:** BICR will continue to nurture existing community partnerships while examining opportunity for further collaboration with other agencies. This will expand the ability and opportunities for participant options as well as staff education.
4. **Effective Organization:** BICR remains committed to be an employer of choice focusing on employee safety and engagement, technology improvements and fiscal responsibility that will provide participant centered services.

There has been significant work performed for the Quality Improvement Plan, and it will be shared in the near future. I continue to work closely with the Acquired Brain Injury Systems Navigator for our LHIN #4. This connection has proven to be of substantial benefit to our participants accessing services in Hamilton Health Science, and with regards to transitional funding from the Ministry of Health and Long Term Care.

I would like to thank all the front line staff for their efforts in providing excellent services to our participants. The work that is accomplished is a direct correlation to the excellent feedback I receive from participants, families and community stake holders. Thank you once again to the management staff for their support in striving towards attaining and sustaining our mission and vision statements.

BICR would be remiss not to mention all the assistance received from volunteers. The volunteers help the organization in every aspect of our services. The Board of Directors' have once again been an instrumental support to BICR and their vision and passion are greatly appreciated.

The organization is committed to provide the right service, at the right time, in our community.

Thank you,

**FRANK GRECO**  
**CHIEF EXECUTIVE OFFICER**

## RAPPORT ANNUEL LE DIRECTEUR GÉNÉRAL 2013-2014

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L'année 2013-2014 a été marquée par le changement et accompagnée d'une pression considérable sur nos ressources. Le nombre de renvois à BICR poursuit sa tendance à la hausse dans la communauté; toutefois, le budget de base demeure le même. Le nombre de participants a augmenté, ce qui exerce de la pression sur notre personnel et nos ressources.

L'orientation stratégique à laquelle je me consacre a trait aux partenariats. Au cours de la dernière année, BICR a collaboré avec de nouveaux organismes communautaires tout en continuant à renforcer les partenariats de longue date. Nos participants peuvent ainsi profiter d'un plus grand nombre de possibilités de s'épanouir et d'atteindre leurs objectifs en matière de réadaptation. Figurent parmi nos nouveaux partenaires le Oak Centre et Tanguay Place. Nous continuons aussi à faire équipe avec La Marche des dix sous du Canada, la Brain Injury Association of Niagara, la Head Injury Association of Fort Erie, les Services de soutien communautaire, Niagara Regional Housing, la Région de Niagara, les centres d'accès aux soins communautaires, l'Association canadienne pour la santé mentale et les Services communautaires de traitement des dépendances de Niagara. Voici les orientations stratégiques actuelles de BICR :

1. **La sécurité des participants** : BICR fournira soutien et leadership et créera une culture de sécurité pour les personnes qui vivent avec les effets d'une lésion cérébrale acquise.
2. **La perspective des participants** : BICR établira l'ordre de priorité des services afin de répondre aux besoins des participants ayant une lésion cérébrale acquise. L'organisme continuera à explorer les éléments suivants : les initiatives Vieillir chez soi, les possibilités d'expansion et les commentaires obtenus au moyen de sondages pour s'assurer de fournir les bons services au bon moment.
3. **Les partenariats** : BICR continuera à entretenir les partenariats communautaires existants tout en examinant les occasions de collaboration avec d'autres organismes. Il vise ainsi à accroître ses capacités et les possibilités pour ce qui est des choix offerts aux participants et de la formation du personnel.
4. **L'efficacité organisationnelle** : BICR demeure engagé à être un employeur de choix qui privilégie la sécurité et l'engagement des employés, les améliorations technologiques et la responsabilité financière à l'appui de la prestation de services axés sur les participants.

Nous avons déployé beaucoup d'effort à l'élaboration du Plan d'amélioration de la qualité, lequel sera présenté dans un avenir rapproché. Je continue d'ailleurs à travailler étroitement avec l'intervenant-pivot à notre RLISS qui appuie les personnes ayant une lésion cérébrale acquise. Cette collaboration profite énormément à nos participants qui obtiennent des services à Hamilton Health Sciences et en ce qui a trait aux fonds d'aide à la transition provenant du ministère de la Santé et des Soins de longue durée.

Je tiens à remercier tous les membres du personnel de première ligne des efforts qu'ils déploient pour fournir d'excellents services à nos participants. Le travail accompli est proportionnel aux excellents commentaires que je reçois des participants, des familles et des intervenants communautaires. Merci une fois de plus à l'équipe de direction du soutien qu'elle nous accorde pour nous aider à concrétiser et à maintenir notre mission et notre vision.

Au nom de BICR, je m'en voudrais de ne pas mentionner tout le soutien reçu des bénévoles. En effet, ces derniers épaulent l'organisme dans tous les aspects de ses services. Le conseil d'administration a une fois de plus assuré un appui essentiel à BICR et nous lui sommes très reconnaissants de sa vision et de sa passion. Bref, l'organisme s'est engagé à fournir le bon service, au bon moment, dans notre communauté.

Merci.

Le directeur général, Frank Greco



BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.  
**25<sup>TH</sup> ANNUAL GENERAL MEETING MINUTES**  
**JUNE 12<sup>TH</sup>, 2013**

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Present: Nick Ostryhon, Frank Greco, Jacqui Graham, Doug Kane, Dr. Linda Cudmore, Luc Savoie, Steve Murphy, Sharon Cochrane, Jackie Lynch

Regrets: Brian Minard, David Shapiro

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1. Meeting called to order at 5:15 p.m.  
Nick Ostryhon welcomed and thanked everyone for attending the 25<sup>th</sup> Annual General Meeting.

2. Adoption of the Agenda

Motion: To adopt the agenda for the 25<sup>th</sup> Annual General Meeting, as presented.

Moved: Luc Savoie

Seconded: Doug Kane

Carried.

3. Review and approval of the minutes from the Annual General Meeting held on June 13<sup>th</sup>, 2012.

Motion: To approve the minutes of the 24<sup>th</sup> Annual General Meeting held on June 13<sup>th</sup>, 2012 with no errors or omissions.

Moved: Jacqui Graham

Seconded: Dr. Linda Cudmore

Carried.

4. Independent Auditor's Report/Financial Statements

Larry Iggulden mentioned he is an independent auditor and Partridge Iggulden Chartered Accounts are not part of BICR. The auditor's responsibility is to express an opinion on the financial statements based on the audits. The audits are conducted in accordance with Canadian generally accepted auditing standards. Larry proceeded to present BICR's Financial Statements for the year ending March 31<sup>st</sup>, 2013 referring to the back pages of the Annual Report 2012-2013. BICR manages just over \$5,500,000 per annum with 99% revenue from the Ministry of Health. Expenses of 85% are related to wages and benefits. There was a small surplus of \$10,686 at year end. Larry explained in detail the agency's assets and liabilities as well as donation revenue. Larry concluded the review by stating the agency financial statements present fairly and the audit evidence obtained in the audit was sufficient and appropriate to provide a basis for a qualified audit opinion.

Larry opened up to questions.

Nick thanked Larry and the agency's accounting department and made a motion to accept the annual financial report as presented.

Motion: To approve the Independent Auditor's Report/Financial Statements ending March 31<sup>st</sup>, 2013 as presented.

Moved: Luc Savoie

Seconded: Jackie Lynch

Carried.

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.  
**25<sup>TH</sup> ANNUAL GENERAL MEETING MINUTES**  
**JUNE 12<sup>TH</sup>, 2013**

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5. Other Business:

1. President's Report

Nick Ostryhon presented the President's Report with reference to page 4 of the Annual Report 2012-2013.

2. Chief Executive Director's Report

Frank Greco thanked the community partners for attending the evening's event, as well as the celebrating staff, managers and board of directors. A special thank you was expressed to Jackie Lynch for organizing the new venue at Queenston Heights Restaurant.

Frank mentioned sometime in June the agency will be able to burn the mortgage for Parkdale as it will be paid off in full and commented on the newly build residence at Promenade Richelieu purchased with zero Ministry or LHIN dollars. A total of \$378,000 agency reserve dollars went toward the purchase and building of the residence.

Frank provided the audience with the following four initiatives as BICR's Strategic Directions for 2013-2017:

**Participant Safety:** BICR will provide support and leadership and create a culture of safety within the organization to individuals living with the effects of an acquired brain injury.

**Participant Prospective:** BICR will prioritize services to meet the needs of participants with an ABI. The organization will continue to explore: aging at home initiatives, expansion opportunities and input via participant surveys to ensure the proper services will be provided at the right time.

**Partnerships:** BICR will continue to nurture existing community partnerships while examining opportunity for further collaboration with other agencies. This will expand the ability and opportunities for participant options as well as staff education.

**Effective Organization:** BICR remains committed to be an employer of choice focusing on employee safety and engagement, technology improvements and fiscal responsibility that will provide participant centered services.

3. Appointment of Auditors

Motion: To appoint the accounting firm of Partridge Iggulden for the operating year of 2013-2014.

Moved: Jacqui Graham

Seconded: Steve Murphy

Carried.

4. Appointment of Directors.

Nick Ostryhon – President  
Jacqui Graham – Secretary  
Steve Murphy – Director

Steve Murphy – Vice-President  
Luc Savoie – Treasurer  
David Shapiro – Director

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.  
CONTINUATION OF THE 25<sup>TH</sup> ANNUAL GENERAL MEETING MINUTES  
JUNE 12<sup>TH</sup>, 2013

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Luc Savoie – Director  
Doug Kane – Director

Dr. Linda Cudmore – Director  
Sharon Cochrane – Director

Motion: To appoint the Director positions as presented.  
Moved: Doug Kane  
Seconded: Jacqui Graham  
Carried.

6. The date of the next Annual General Meeting TBA.
7. Meeting adjourned at 5:35 p.m.

Motion: To adjourn the 25<sup>th</sup> Annual General Meeting.  
Moved: Luc Savoie  
Seconded: Jacqui Graham  
Carried.

**INTAKE DEPARTMENT ANNUAL REPORT  
2013-2014**

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As the intake coordinator I have many roles within the agency. My main role is to review and interview eligible candidates for BICR services. Regular admissions meetings for possible candidates continue to be the main forum to review files and accept or deny possible candidates. I continue to be a facilitator for CIM training for new staff as well as provide refresher courses for senior staff. I enjoy my role as a facilitator and hope to continue to facilitate in the future.

I sit on several committees which include the Participant Safety Steering committee, Admissions committee, and Golf Tournament committee. Participating in the various agency committees allows me to see how truly multifaceted this agency is, and allows me to have a good understanding of all the different services that BICR offers to our participants. I truly enjoy being part of these committees as it reinforces how dedicated the agency and staff are in providing the best possible and safest service for all participants.

As the Intake Coordinator I continue to provide community agencies with information on our services. I have conducted several presentations recently to agencies that may have individuals on their waitlist who would benefit from our services. In my presentation I review the intake process, types of services that are provided and how we as community partners can work together to provide the best possible service to our participants. I have noticed over the last year, calls for general resource information has increased even though these calls do not result in applicants. I believe the "let's work together" approach will reap benefits in the long run.

In the past year, Intake was proud to be part of the planning process for participants to transition into the Bowden Apartments located in Fort Erie. The new program appears to be going well and continues to follow its philosophy and long-term goals. It is our hope that in the near future the remaining apartments that BICR has been promised will be filled.

**CHALLENGES AND TRENDS**

The main challenge and trends at Intake this past year were supporting individuals with mild concussions and its long term effects. Helping this population with a diagnosis was the most difficult thing to do. I have dedicated additional time to these files to determine what part of the injury is an ABI and if there are other determining factor such as chronic pain, mental health and/or addictions. Most often individuals will recover from mild concussions and its immediate effects, however a small percentage will not. With other factors involved it is challenging to determine a diagnosis and establish the most suitable services for the individual. I often seek the advice of our Psychologist, Dr. J Davis. He dedicates time to personally review the file and/or interview the applicant.

Over the past year the majority of acquired brain injuries have been the result of acts of violence. The following statistics indicate the number of participants deemed eligible for BICR services. Even though the 'other' is identified with the highest percentage that number identifies several different causes grouped into one heading. Those numbers were too little to identify.

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.  
INTAKE DEPARTMENT ANNUAL REPORT  
2013-2014

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CAUSE OF INJURY	PERCENTAGE OF INDIVIDUALS
Stroke	9.5%
Motor Vehicle Accident	19%
Aneurism	4.8%
Act of Violence	14.3%
Anoxia	4.8%
Other	47.6%

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

AGE	PERCENTAGE OF INDIVIDUALS
20-24	14.3%
25-29	4.8%
30-34	9.5%
35-39	19%
40-44	9.5%
45-49	4.8%
50-54	14.3%
55-59	19%
60-65	4.8%

The Intake department continues to find ways to provide a time efficient service to all referrals made. Participant needs continues to be the focus when a referral is made and a pathway through services is developed. When BICR is not the most appropriate service for an applicant the Intake Coordinator will make a referral and find resources that would be appropriate for the individual.

**JOE TALARICO**  
**INTAKE COORDINATOR**

## MODULAR SERVICES ANNUAL REPORT 2013-2014

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### GENERAL OVERVIEW

The Modular Services Manager position has the primary responsibility of overseeing the following services within BICR: Case Coordination; Fee for Service; Personal Effectiveness Training Program (PET); Recreation Services; Vocational Services; Rural Services along Erie Shoreline; Bowden Supported Independent Living and Long Term Case Facilitation. In Addition one COSS Case Facilitator and one Office Secretary are supported by this position.

### PROGRAM INITIATIVES AND HIGHLIGHTS

- The Rural Service Coordinator continued to partner with HIAFE to provide two days of group programming each week and three days of individual support in the community. The Coordinator continues to implement creative and holistic programming. An overnight camping trip was organized and facilitated.
- In conjunction with Residential Manager Margo VanHonsberger, operationalizing the Strategic direction of Participant Prospective began.
- The Fort Erie SIL program supported 6 individuals in their own rent-subsidized apartments in its first full year of operations. Niagara Regional Housing has extended usage of the common room within the building for programming purposes.
- The usage of the space at Unit 10, shared primarily between PET program, Recreation, and Vocational Services continued to evolve. In the third quarter of the fiscal year, the PET program began a program review to ascertain the effect of short- term groups on the PET program. The primary challenge presented is meeting the needs of a wide cross section of participants who are looking for a “drop in center” environment with those who require a high degree of complex support.
- The Recreation Coordinator organized and facilitated a trip to Mexico for BICR participants. A number of fundraising opportunities were also coordinated to offset the cost to participants. Staff who attended the trip volunteered their time to assist with the fundraising initiatives.
- The Learning & Leisure Guide continued to be further reviewed and updated on a quarterly basis. All staff, across all programs at BICR, have the opportunity to create proposals to facilitate groups that are of interest to them or that showcase their individual talents. In the 2013 -2014 fiscal year, 9 staff initiated group programming activities, outside of their day to day role within BICR.
- The Long Term Case Facilitator position transitioned over to the Manager of COSS.
- Vocational services continued to provide support to participants in both competitive employment and supported meaningful volunteer work. The vocational department remains dedicated to two successful partnerships with the Salvation Army Kettle Bell program and Cemetery Gardening Angels. At the end of the fiscal year, BICR’s purchase of Cemetery Gardening Angels was nearing completion.

## MODULAR SERVICES ANNUAL REPORT 2013-2014

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- Two summer students were hired; one with Recreational Services and one that was shared between Vocational Services and PET. Niagara College Students from the Social Service Worker Program, the Education Assistance - Special Needs Support, and Recreation and Leisure completed placements within the Recreation and PET programs. These placements continue to be successful segues into employment for many of our students.
- The Oak Center of Welland and BICR submitted a joint proposal to the LHIN for a Clubhouse to be established in St. Catharines. While funding was not received, this is a partnership that will continue to be explored as funding opportunities become available.

### **OBJECTIVES FOR THE UPCOMING YEAR:**

- The PET program will transition from the umbrella of Modular Services to COSS.
- Continue to support staff in identifying and reaching short and long-term objectives and goals for their programs.
- The strategic direction of participant prospective will continue to be reviewed with Residential Manager Margo VanHonsberger.
- Ensure that BICR is in compliance with the newly mandated licensing requirements as a facility that provides and invoices automobile insurers for rehabilitation services provided.

While I have touched on the themes and program highlights of Modular Services in general, Case Coordination, Recreation Services, Vocational Services, PET and Rural Services have submitted annual reports on their respective department's outlining the activities and accomplishments in the 2013-2014 fiscal year. Please refer to these reports for additional information.

Once again, I have been surrounded by a dedicated team who are committed to ensuring high standards of care are maintained within their individual programs while working together collaboratively to ensure our participants and their families get the support they need. Thank you and congratulations on another successful year!

**DARLENE STEVENSON**  
**MODULAR SERVICES MANAGER**

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.  
**CASE COORDINATION PROGRAM ANNUAL REPORT**  
**2013-2014**

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**GENERAL OVERVIEW**

The Case Coordination Management program is the first service that an applicant accesses once deemed eligible for service through the intake process. It is a time-limited service that provides initial service coordination to individuals on BICR's waitlist. The two Case Coordinators through their ongoing assessment make necessary referrals both internally and to other service providers on behalf of the participant. The Case Coordinators discuss with the participant support needs and their goals. Sometimes, the participant is unsure so it is up to the Coordinator to assist with planning and to assess potential areas where support is needed. The Case Management department continues to have partnerships with outside agencies such as Community Addiction Services of Niagara (CASN), Family and Children's Services, ODSP and Probation and Parole.

**HIGHLIGHTS FROM 2013-2014**

There were two positional changes within the case coordination program in the 2013-2014 fiscal year creating new career and learning opportunities for the new Case Managers.

Both Case Coordinators continue to be involved in agency training and committees as well as committees in the community. Case Coordinators were members of the Joint Health and Safety Committee, Medication Committee, Emergency Response and Outbreak Committee (EROC), Social Committee, Behavioural Review Committee, Admissions Committee and the Niagara Region Accessibility Committee.

The Coordinators facilitated staff training modules in the areas of Medication training and Crisis Intervention Management (CIM). One Coordinator also facilitates Substance Use & Brain Injury (SUBI) group for participants.

The Case Management department provided coverage for Recreation department for activities such as Men's Group, WRAP and Whispering Pines.

**STATISTICS**

The table below represents total numbers representative of both Case Coordinators in Modular Services:

<b>TOTAL FILES SERVED</b>	<b>CURRET ACTIVE</b>	<b>TOTAL TRANSFERS TO OTHER BICR PROGRAMS</b>	<b>TOTAL CLOSURES / DISCHARGES</b>
65	37	13	4

**CONCLUSION**

The Case Management team will continue to provide the first line direct support in the upcoming year. It is anticipated that the diversity in participant needs in the areas of concurrent disorders and substance abuse will continue to challenge and provide opportunities for education, ongoing learning and teamwork to enhance problem solving and subsequently provide excellent support.

**JONATHAN WILLIAMS**  
CASE COORDINATOR

**BRANDON PEARSON**  
CASE COORDINATOR



BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.  
**PERSONAL EFFECTIVENESS TRAINING ANNUAL REPORT**  
**2013-2014**

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**OVERVIEW**

The Personal Effectiveness Training Program (PET) continued to offer a comprehensive five day per week day program in partnership with the March of Dimes (MOD). Fostering growth and development in the key components of Community and Life Skills Training, Physical Exercise, Leisure Development and Supported Community Placements remain a priority for the PET department. In addition PET staff coordinate and facilitate programs located at 261 Martindale, Unit 10 for the greater BICR participant population.

**GROUPS AND PROGRAM HIGHLIGHTS**

**Leisure Development:** PET department recognizes the need of participants to develop suitable recreation and leisure activities. PET participants are provided a number of opportunities to explore leisure activities to increase their confidence, esteem and develop talents. Many leisure development opportunities have been offered including general interest groups, cooking and baking, music appreciation programs, a variety of fitness and health activities and card and board games.

**Skills Training & Education:** PET incorporates skill training and education into the program continuously through our daily groups, individualized sessions as well as short term group initiatives. Some topics and activities included: Earth Day education and outdoor cleanup, personal safety and falls prevention, hand hygiene, disability awareness, fire prevention, ongoing weekly life skills discussion groups and numerous games offered on a regular basis such as scrabble, cribbage or trivia games.

**Physical Exercise:** PET continued to utilize the YMCA of Niagara to incorporate physical fitness into a weekly routine. During the 2013-14 fiscal year the PET program also began taking a group on a weekly basis to the Kiwanis Aquatic Centre as it meets the accessibility needs of our participants. The PET department supplements these programs through the fundraising endeavors from the PET Annual Craft Sale.

**Community Skill Development:** The Community Skill Development component provides opportunities for participants to develop skills in the areas of communication, money management, social interactions and rights and responsibilities while being supported in the community. Over the past fiscal year PET has attended a number of community events/outings such as: Balls Falls Conservation Centre, White Meadows Sugar Bush, Heartland Forest, BIAN Picnic at Queenstown Heights, MOD BBQ at Lakeside Park, MOD volunteer recognition award ceremony and Breaking the Barriers Award Ceremony

**Supported Community Placements:** Supported placement opportunities are offered to PET participants on a rotational basis at Community Care St. Catharines, and the Lincoln County Humane Society and Niagara Action for Animals (NAFA).

**STATISTICS**

The number of individuals attending the PET program fluctuated between 21 and 25 throughout the fiscal year. This group is comprised of 10 MOD participants and between 11-15 BICR participants. On average participants attend the program 1.5 days per week.

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**SHORT & LONG TERM INITIATIVES**

To meet the overall needs of BICR participants, the PET program continued to offer short term groups, primarily in 12 week blocks that are open to all BICR participants to enroll in. Some groups are offered weekly where others are offered bi-weekly or monthly. All group opportunities are advertised in BICR's learning and leisure guide. These groups consisted of Beginner and Advanced Jewellery Making, BICR's Got Talent, Movie Day, Soap Making, Skin care and Lip Balms.

Additionally, the specific talents and education of BICR's staff and community volunteers was further utilized to facilitate groups throughout the year. Groups facilitated by staffs included Mat and Chair Yoga, Music with Phil, Escape Art, a 25 year BICR Anniversary Quilt, and First Aide training.

PET program also teamed up with talented community professionals and volunteers to share their knowledge in the areas of Stucco Art Groups, abstract painting with a local artist; Women's Beauty Days with a Shoppers Drug Mart beauty consultant; Aromatherapy and Therapeutic Touch; and onsite Pet Therapy with Therapy Tails. Musically, Music Expressions with a music therapy student continued as did Drumming circles.

After the Crash, a play about brain injury by Julia Gray and the ensemble was coordinated and performed by students from the D.A.R.T. program at Brock University. In total 16 participants and 17 BICR staff attended the play.

PET continued to collaborate with the recreational department conjointly hosting two dances, Spring Fling and Halloween and the bi-monthly Wacky Wednesday evening drop in group.

**TRENDS & OPPORTUNITIES**

The PET department continues to offer and expand our short term group initiatives while maintaining our traditional day programming services. A greater number of participants have an opportunity to take part in groups of their choosing. Some programs are offered within a 12 week block such as speech and communication or advanced cooking. Others are on-going programs that run through the year such as Music Expressions or Pet Therapy. These additional programs have enhanced the PET program and have given participants an opportunity to partake in programs of their choosing. These short term programs offer a wide range of opportunities to the greater BICR participant population and are excellent way to service new BICR participants.

We also are exciting about the upcoming Art Exposition which is scheduled to take place at local cafe "Mahtay" in August 2014. Mahtay cafe hosts a number of amateur local artists. BICR participants are currently preparing themselves and their art for the show. The opening will take place at the beginning of August and their art will be remain hung and for sale the rest of the month. The group is currently meeting bi-monthly in preparation for the show with five group members.

**GILLIAN PAGNOTTA**  
**PERSONAL EFFECTIVENESS TRAINING COORDINATOR**

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

<b>DROP IN PROGRAMS</b>	<b>PARTICIPANTS SERVED (averages)</b>
Bowling at Parkway Lanes	8
Men's Group	14
Fun in the Sun	8
Women's Group	5
Wacky Wednesday	18
<b>REGISTRATION PROGRAMS</b>	<b>PARTICIPANTS SERVED (averages)</b>
Whispering Pines	8
WRAP Mondays	6
WRAP Fridays	7
Horticulture Therapy Tuesdays	7
Horticulture Therapy Thursdays	3
Lunch Club Niagara Falls	5
Music Trivia	8
TED Talks	3

<b>TRIPS</b>	<b>PARTICIPANTS SERVED (exact #'s)</b>
Geneva Park August 2013 (Residential)	9
Geneva Park July 2013 (COSS & Modular)	9
Mexico Feb – Mar 2014	8 participants & 2 family members

<b>SEASONAL</b>	<b>PARTICIPANTS SERVED (averages)</b>
Baseball Tournament	27
Canoeing x 14 weeks	9
COSS & Modular Services Christmas Party	54 participants & 56 family members & staff
BICR Bowl-a-thon	30
Spring Fling Dance April 2013	36
Halloween Dance October 2013	41

<b>CALENDAR OUTINGS</b>	<b>APR</b>	<b>MAY</b>	<b>JUNE</b>	<b>JULY</b>	<b>AUG</b>	<b>SEPT</b>	<b>OCT</b>	<b>NOV</b>	<b>DEC</b>	<b>JAN</b>	<b>FEB</b>	<b>MAR</b>	<b>TOTAL</b>
<b># OF EVENTS</b>	8	8	8	6	8	8	8	8	7	7	6	8	90
<b># ATTENDED</b>	78	90	123	52	100	65	138	84	77	75	62	49	993

**PROGRAM HIGHLIGHTS**

- All ongoing groups and activities offered by the Recreation Department continued to maintain maximum numbers.
- The successful completion of a Mexico trip in Feb – Mar 2014. Nine very successful fundraisers were held where staff and participants volunteered their time to raise money to offset the cost of the participants trip.

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- The successful coordination of two summer trips to Geneva Park.
- Successful co-facilitation of Wacky Wednesday in coordination with the PET program.
- The start of a new Women's Group, facilitated by a COSS Case Facilitator.
- BICR continues to foster a successful partnership with the School of Horticulture for the WRAP program.
- The successful 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, and each residential site facilitating one recreation event each month.
- Continued success of seasonal recreation activities that include the Bowl-a-thon, Baseball Tournament and canoeing.
- A renewed partnership with Brain Injury Services Hamilton (BISH).
- Continued input from clients and staff in regards to recreation programming.
- 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 am an active member of the following BICR committees: Bowl-a-thon, Golf, Vacation planning, Modular Services, Transportation, and Community Outreach Support Services/Modular Services Christmas Party.

**DAVE HORTON**  
**RECREATION COORDINATOR**

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.  
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**GENERAL OVERVIEW**

The Vocational Department assists participants with overcoming barriers to accessing, maintaining or returning to employment, post-secondary education or volunteering within their community. The focus is using tools and techniques such as goal setting, career counseling, functional and work capacity assessments, job analysis, job development and service co-ordination to assist the participant with obtaining their vocational goal. Once their goal is identified the Vocational Department advocates and networks on behalf of the participant by collaborating with community based partners that the Vocational Department has developed over the years. These partnerships include Salvation Army, Goodwill, ODSP Service Providers, YWCA Employment, Canadian Cancer Society, Niagara College, Worklink and the Canadian Mental Health Association.

**HIGHLIGHTS/INVOLVEMENT**

- After a nine year partnership with Cemetery Gardening Angels, BICR has been given the opportunity to purchase this growing business. It is a very exciting and challenging endeavor for the Vocational Department. The 2014 season will be used as a mentoring year, spending time with the owner to learn all the responsibilities and commitments that are needed to managing this business.
- A three year partnership with the Salvation Army's Kettle Bell program continued to strengthen during the 2013 season. There was an increase in hires within the St Catharines location and expansion to the Niagara Falls location. With the assistance of the BICR's Apartment Cluster staff 2 of our Niagara Falls participants were hired by the Niagara Falls location.
- The Vocational Department has offered their assistance for the past 2 years with the set up and tear down of the Niagara Wine Festival. Eight participants and 2 staff volunteered for the two days with assembling tables and chairs, loading supplies and clean up.
- The Vocational Department continues to be actively involved in the Adopt-A-Road Program, collecting garbage along Martindale Road twice a year.
- Staff continues to have the opportunity to receive new training such as Mental Health First Aid.
- One of our BICR's vocational participants won Volunteer of the Year Award for The Canadian Mental Health Association.

**STATISTICS**

The statistical information below provides an overview of the Vocational Programs in-services from April 2013 to March 2014.

Active Participants fluctuated between 35 and 39.

The waitlist ranged between 0 and 3.

COMPETITIVE EMPLOYMENT	SEASONAL EMPLOYMENT	VOLUNTEER WORK	RETURN TO SCHOOL	JOB SEARCH
7-10	10-13	11-14	2-4	1-5

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**FUTURE INITIATIVES**

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

BICR's purchase of Cemetery Gardening Angels is an exciting proposition and an incredible learning experience. The Vocational Department will use the past eight years of experience to build Cemetery Gardening Angels into a strong local business that provides seasonal employment opportunities for our participants. It will also be used as an opportunity to assess and evaluate different work skills and abilities for future positions.

**TINA HORTON**  
**VOCATIONAL COORDINATOR**

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

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

**STATISTICAL INFORMATION APRIL 2012-MARCH 2013**

<b>CASELOAD APRIL 2013</b>	<b>ADMISSIONS</b>	<b>DISCHARGES / FILE CLOSURES</b>	<b>TRANSFERS</b>	<b>CASELOAD MARCH 2014</b>	<b>WAITLIST MARCH 2014</b>
33 participants	4	3	0	34	0
	1 COSS 1 Buckley 2 Case Mgmt.				

The above statistical information provides an overview of the Long Term Case Facilitators caseload from April 2013 to March 2014. This writer started the fiscal year with 33 participants and ended with 34 participants.

**REFERRALS/ADMISSIONS**

Four participants were admitted to the program during the course of the year. One referral was received from Community Outreach Support Services, two from Case Management and from the Buckley Towers program. All of these participants requested support on an as needed basis.

**AREAS OF SUPPORT**

The writer assisted individuals in the following areas: obtaining housing, psychosocial support, problem solving, information sharing, advocacy, education on falls and fly prevention, compensatory strategies and comprehension of correspondence and form completion. As well as promoting new recreational and group activities offered by the agency and linking individuals with internal and external service providers. Attendance at medical appointments to ensure medical follow through and continuity of care occurred. The Long-term Case Facilitator provides support to the participants' caregivers by offering guidance support and encouragement. 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 (22 crisis were tracked during the aforementioned fiscal year).

**TRANSFERS**

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

**DISCHARGES**

Three participants were discharged from April 2013 to March 2014. One of these participants passed away, another successfully transitioned back into the community from the Buckley program and the third participant mutually agreed to discharge and agreed that further support was no longer required.

**SPECIAL PROJECTS**

- Participation in the Emergency Response Outbreak Committee (EROC) continued during this fiscal year. The writer assisted with the yearly emergency response plan test.

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- The Transfer/Discharge Survey was completed with participants who were being transferred or discharged from Comprehensive and Modular Services. Thirty four surveys were completed by the end of the fiscal year. Overall results were being tabulated at the time of this report.

**DONNA RIX**  
**LONG TERM CASE FACILITATOR**



## RURAL SERVICES ANNUAL REPORT 2013-2014

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### **GENERAL OVERVIEW**

Rural services is a service that provides support to participants living in Fort Erie and surrounding areas within the Erie shoreline including Port Colborne, Ridgeway, Crystal Beach, Wainfleet, and Stevensville. In partnership with the Head Injury Association of Fort Erie, group programming is offered on Monday and Tuesday of each week and is comprised of BICR and HIAFE members. Group programming consists of cooking, physical fitness at the YMCA, social and life skills training, and peer support.

Additionally, the Rural Services Coordinator continues to maintain an individual caseload in an outreach capacity three days per week. Support is provided to participants in the areas of banking, medical appointments, grocery shopping, advocacy, cognitive activities, volunteering and physical activities and social integration. Referrals are completed for internal services as well as externally to community agencies so they may be successful and independent in the community.

### **STATISTICS**

The number of participants attending programs in the Erie Shore continues to increase. Currently, there are 31 participants accessing programming and receiving individual support in the community. The strengthened partnership with HIAFE continues to increase the amount of referrals to BICR for further supports. This again has strengthened the partnership, as many of participants receiving services are shared and supported by BICR and HIAFE, thus providing more support for those in dire need.

### **HIGHLIGHTS**

- New additions to group programming included Pet Therapy, Music Therapy, Community Guest speakers, Art Therapy, Truth Circle, Customs and Cultures from around the world and Celebrating Life after a Brain Injury.
- Over the course of the year our participants also enjoyed several community outings including scavenger hunts at the beach, movies, lunch out, Marineland, the Greg Frewin Magic Show, Bowling, picnic at Happy Ralphs, Skyline Tower, and the Old Fort war of 1812 reenactment.
- In 2013 Rural Services coordinated its very first overnight camping trip. Eight participants had a great time with the support of one BICR and 1 HIAFE staff member. The participants enjoyed swimming, mini putt, go carting and playing billiards. The participants prepped and cooked all the meals and performed all the clean-up. The participants learned basic first aid and basic survival tips such as camp fire starting.
- Community Visitors included the Salvation Army's Christmas hampers program, Aroma therapy Therapeutic Touch, Canadian Mental Health Association (CMHA) Personal Safety at home and in the community, First Aid & CPR, Smart Shopping and couponing, Fire Safety, ODSP, and Hand Hygiene.

### **NEW PROGRAMS FOR 2014**

New program initiatives planned for the new fiscal year include Yoga and Meditation, Gardening, Fishing, and a Friday Night Diners Club.

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**CHALLENGES**

As with many rural areas the primary challenges within this role is limited access to local services or services that are limited in scope. There is a high demand for and limited access to affordable housing as well limited volunteer and/or job opportunities. At the same time, transportation is difficult or very costly to the participant to attend programs or supports outside of the Rural Area.

**TANYA NAZAR PIERSON  
RURAL SERVICE COORDINATOR**

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.  
**COMMUNITY OUTREACH SUPPORT SERVICES ANNUAL REPORT**  
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**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, Erie Shore and the new SIL in Fort Erie. The Outreach team consists of one Team Coordinator, 10 Case Facilitators and 16 Rehabilitation Counselors who provide 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 MOD (March of Dimes Canada) 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**

- The Long Term Case Facilitator transitioned from Modular Services to the COSS Program Manager in April 2013. A report specific to this role will be provided in this annual report.
- 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 during the summer months. 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.
- Outreach participants continue to utilize the shared care bed located at Parkdale Place in Welland for weekend respite. This program is 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 participant's home.
- COSS staff participate in a variety of committees in the agency such as the Wellness committee, Social committee, Patient Safety Steering committee, Behavioral Review committee, the Joint Health and Safety committee, Infection Prevention and Control committee, the Medication committee and the French Language Services committee.
- This writer is a member of the Wellness Committee, the Joint Health and Safety committee, the Falls Prevention Committee and the French Language Services committee. The COSS Program Manager also sits on the advisory committees at Niagara College for the Social Service Worker and the EA/SNS (Educational Assistant/Special Needs Support) programs, both of which meet quarterly.

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.  
**COMMUNITY OUTREACH SUPPORT SERVICES ANNUAL REPORT**  
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- The Outreach department has placement students from the Social Service Worker program at Niagara College and/or the EA/SNS program throughout the year and is committed to offering this valuable learning opportunity to students on an ongoing basis.
- The annual Modular Services/COSS Family and Participant Christmas party took place on December 2nd and was well attended. Music was provided by Gary Smith, who is a one man band, with Santa Claus making an appearance. Plans are underway for the 2014 party!
- The French Language Services Committee meets approximately every 3 months. The Committee published the first French Newsletter for the francophone participants of BICR in the fall. Two committee members attended a Francophone Interagency meeting on February 27th and will be participating in a sub-committee to develop an action plan and strategy to address needs pertaining to the health sector and the aged francophone sector. This was an objective identified in last year's annual report.

**OBJECTIVES & GOALS**

- The COSS department continues to look at ways to provide support to participants and family members in the most efficient and effective fashion.
- Support the agency's mandate to provide services in French by translating written material into French, by continually updating the website with translated material, by recruiting francophone volunteers and bilingual staff members.
- Continue to support training in mental health to all BICR staff by providing regular 2 day inservices by a trained certified Mental Health First Aid facilitator who is a COSS Case Facilitator. This was a goal identified in last year's annual report and is currently being done.

**UPDATES TO THE PARTICIPANT SAFETY STRATEGIC DIRECTION**

- In the area of falls prevention, the committee has revised the Fall Prevention Strategy goal to focus on eliminating preventable falls. The committee also developed a Falls Evaluation Form to provide more information regarding a fall that requires medical attention.
- The organization continues to provide Mental Health First Aid training to all interested staff on a regular basis. This is a two day inservice facilitated by a COSS Case Facilitator who received training by CMHA and is now a certified instructor.

I wish to thank all of the dedicated COSS staff working with our participants and family members to help improve their quality of life. Thank you for all of your support.

**LINDA RAPLEY**  
**COSS PROGRAM MANAGER**

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.  
**RESIDENTIAL SERVICES ANNUAL REPORT**  
**2013-2014**

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**GENERAL OVERVIEW**

This report covers the period from April 1, 2013 to March 31, 2014. Residential Services is comprised of the Richardson Court, Promenade Richelieu and Parkdale residential sites inclusive of the Transitional Training Facility located in the basement of the Parkdale residence.

**RESIDENTIAL SERVICES**

During this reporting period, the Residential department provided resources and supports for 15 full-time residential placements and one shared care participant. The shared care participant accesses the residential program from Sundays to Thursday each week and spends the weekend home with family. This arrangement allows additional individuals the opportunity for weekend respite stays typically offered from Thursday evening to Sunday afternoon. Participants accessing the respite program were provided with an average of 60 hours of residential support every weekend to ensure the success of their stay. Respite continues to give caregivers an opportunity to have a well needed break and to give participants a chance to experience a new environment and meet new people.

One residential participant transitioned into a Long Term Care setting in 2013 and a new participant from the waitlist was accepted into BICR Residential services from another ABI program in Toronto. The new participant is originally from the Niagara area and this move has given him an opportunity to be closer to his family.

Services for all the residential participants were achieved through the dedicated efforts of a supportive team comprised of 2 Program Managers, 2 Team Coordinators, 6 Case Facilitators, 55 Rehabilitation Counselors, and students from various local schools. Staff continue to collaborate with Dr. John Davis, Director of Clinical Services to ensure that the participants are receiving the best quality of care to support their complex needs. The highly skilled team supports participants in all aspects of their life including activities of daily living, behavioural management, productive activities and frequent community involvement. The residential program continues to embrace participant changes relating to aspects of aging and health support. There continues to be coordination with Community Care Assess Centre for occupational services, physical therapy support and for the facilitation of transitions and referrals to Long Term Care Facilities.

The residential team continues to be committed to the agency's strategic directions with a focus on creating an overall culture of safety. We continue to collaborate with participants to ensure that they are working to reach their goals in a safe environment. A new monthly Medication Audit was introduced as a result of an Errors of Omissions process in Spring 2013 and choking has been identified as a topic for analysis in the upcoming fiscal year.

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

**CHRISTINE WILLIAMS**  
**PROGRAM MANAGER**

**MARGO VAN HONSBERGER**  
**PROGRAM MANAGER**

## BUCKLEY TOWERS ANNUAL REPORT 2013-2014

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### **GENERAL OVERVIEW**

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

Buckley operates 7 days a week from Monday to Friday (8:00 am – 9:00 pm) and on weekends from 9:00 – 9:00pm and 11- 6pm) with two full time staff working during the daytime hours. A total of three part-time and one relief staff augment the full time hours and work evenings and weekends.

The ongoing partnership between Buckley Towers program and Niagara Regional Housing strengthens the program and gives opportunities for participants to access subsidized housing. All rental costs for participants continue to be geared to income and participants can apply for a transfer within NRH once they are ready to transition out of the Buckley program.

### **HIGHLIGHTS 2013- 2014**

- Three transitions occurred within the Buckley program during this fiscal year. In April 2013 and October 2013 two new participants joined the program while one other participant transitioned out into the community in July 2013 and is now part of the LTC program.
- Within this fiscal year, one individual residing at Buckley received individualized funding through the Provincial Transitional ABI Services fund. This funding was extended until the end of March 2014. Through the implementation of a weekly schedule and scripts, the individual has been able to participate in a way that is meaningful and productive for him.
- Several participants continue to utilize the YMCA- Niagara Falls branch with staff support. An ongoing partnership between BIAN and YMCA makes it possible for participants to access the YMCA with a low membership cost of \$35 a year
- One of the challenges the program experiences continues to be supporting participants who are dealing with an addiction issue. Participants are encouraged to attend the SUBI (Substance Use and Brain Injury) support group that is offered weekly.
- Staff have partnered with OMOD at the Buckley site for short-term PSW support following participant health status changes.
- The Niagara Region continues to offer the Wellness and Healthy Living Program for all tenants at Buckley. This Wellness program gives tenants an opportunity to participate in a weekly exercise class, participate in a monthly breakfast event, foot care, blood pressure readings, BINGO and other social activities.

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- Participants continue their involvement in agency programs including Men's group, WRAP, bowling, YOGA, SUBI group, PET and other recreational activities. In June 2013, the Buckley group enjoyed a day at Canada's Wonderland.
- Buckley continues to have a structured weekly activity where the focus is on the preparation of a simple meal while having the opportunity to socialize with one another. This activity has subsequently led to the participants developing friendships and inviting one another over to their apartments for visits.

**MARGO VAN HONSBERGER**  
**PROGRAM MANAGER**

**SHELBY BANAS**  
**TEAM COORDINATOR**

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.  
**PSYCHOLOGY SERVICES ANNUAL REPORT**  
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Psychology Services has one full-time Psychologist, who also serves as BICR's Clinical Director. The Psychologist reports to the Chief Operating Officer, and provides clinical supervision for the Clinical Social Worker. Administrative Services provides excellent support to the Psychologist. The types of clinical services provided by Psychology include assessment (e.g., psychological, neuropsychological, behavioral, psychophysiological, quantitative EEG), intervention (e.g., counseling and psychotherapy, biofeedback, neurofeedback), consultation (to BICR and community staff), on-call and crisis management support, and supervision. The Psychologist is also available to complete reports and forms that help Participants access government and no-fault car insurance resources. These clinical services to specific Participants totaled about 90 percent of the Psychologist's weekly hours. About 50 percent of the Psychologist's time involved face-to-face contact with Participants or their family members. The Psychologist's other duties included administrative, research, and educational activities.

During the 2013-2014 year, psychological services were provided to 78 unique Participants. There were 25 new referrals and 19 closures. On average, over 35 Participants were active at any one time, with over 25 unique Participants being seen each month. Participant waiting time for service this year was about 4 weeks. For Participants who completed service this year, the average case was active for about 36 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. A small number of Participants received fee-for-service care from the Psychologist.

The Psychologist remains involved in the Management Team planning days, Behavioral Review Committee, and Admissions Committee. Administrative Services supports the Psychologist in the Clinical Quality Assurance program, which shows good achievement of clinical goals by Participants (e.g., 84 percent of Participant goals in their Individual Support Plan show at least some progress).

The Psychologist collaborated with the University of Munich in brain imaging research, taught first-year medical students at McMaster University's Niagara campus, and supported research in acquired brain injury led by Brock University faculty.

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



**SOCIAL WORKER ANNUAL REPORT  
2013-2014**

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**GENERAL OVERVIEW**

Over the past year the Social Work program has undergone changes in staffing. In October 2013 Diane Thomson left her position as Social Worker with BICR and was replaced in November 2013 by Tricia Apostolon.

Despite the transitioning in staff, the Social work department has serviced an average of 55 participants and family members per month. The number serviced is mainly individuals accessing counseling services. However, in the beginning months of 2013 group programs were also offered. The wait for service has varied depending on the identified need.

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. During the year there have been a variety of issues that have been predominant for the social work program. Some of the issues include building and maintaining healthy relationships, mental health and addiction issues, acquired brain injury education, learning to cope with change and anger management.

The social worker has also continued to be involved in planning and facilitating staff training on the topic of Sexuality and ABI. In addition, the social worker has facilitated staff training as requested by managers as issues present themselves. The social work department also provides informal opportunities for staff to discuss participant issues or concerns as required.

The social work program as well as the participants adapted positively to the change in staff allowing for a smooth transition from one social worker to the next. The former social worker has been an excellent mentor to the current social worker and continues to provide support to the social work program when requested. I look forward to contributing to the development and growth of the social work program and the many new opportunities the future with BICR has to offer.

**TRICIA APOSTOLON  
SOCIAL WORKER**

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.  
**PROJECT MANAGER ANNUAL REPORT**  
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The Administration Department provides a wide range of support to participants, families, staff and visitors, including:

- Records Management
- Scheduling of front line staff
- Reception
- Mail distribution, photocopying and word processing
- Purchasing
- Resource Management
- Golf Tournament & Bowling Fundraiser, Annual General Meeting and other Events support
- Publications such as the Internal Digest, Brainwaves, Learning & Leisure Guide, Brochures, etc.
- Support of departments, specific programs, staff and committees
- Technology such as computer systems, telephone and voicemail, user and password maintenance, etc.
- Privacy Support (PHIPA)
- Website Maintenance
- Accreditation Canada activities
- Participant Safety initiatives

This list just begins to touch on the numerous and varied level of support that administration staff provide each day. Administration staff are an important resource to the agency and the team is committed to achieving the goals of the organization. Their contributions each year reflect their dedication to participants and staff.

**STRATEGIC INFORMATION SYSTEMS PLANNING (SIPS):**

At the 2012 Staff Open Space forum, the topic of Technology was brought forward as a focus item for the agency. Last year, BICR responded to two of the main issues identified: Provide e-mail capabilities for all staff and expand the functionality of the staff area of the website.

**E-mail:** BICR now provides e-mail to all staff. In support of this endeavor, the agency's Confidentiality Agreement was revised and strengthened and several new policies were created regarding the use of technology. E-mail is now a primary communication tool across the agency and staff are utilizing it each day. E-mail is used to send information such as job postings, the Internal Digest newsletter, Wellness newsletter, department information, etc. It's expected that this method of communication will continue to grow over time.

**Website & AODA:** Also in 2013, the agency continued to respond to AODA (Accessibility for Ontarians Disability Act) requirements. An AODA statement was added to documents such as brochures and BICR's website was reprogrammed to be AODA compliant. The website ([www.bicr.org](http://www.bicr.org)) project required agency financial resources as BICR applied, but was not approved for grant funding. The agency's website received a complete overhaul while fulfilling the AODA requirements. For example, the site's design, layout and colour scheme were updated, a new Donations tab was added, a number of Francophone pages were created and substantial changes were made to the Staff Login area of the website. The Staff area now includes a direct

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link to employee paystubs, resources such as policies, newsletters and other information, and staff schedules. Lastly, the website was formatted as an App for easy accessibility on mobile devices.

**OPUS:** Another initiative that BICR implemented was the introduction of the software OPUS workspace. Over the summer, approximately fifty staff were trained and provided access to this new resource. OPUS workspace is a work and task management system that can be used to assign, coordinate and manage tasks and projects. Throughout the remainder of the year, staff continued to become familiar with this new tool.

**Equipment:** Early in the fiscal year, a number of changes to system infrastructure were implemented to support the expected increase in e-mail users. A new Exchange Server, licensing for mailboxes and virus software, SSL Certificate for security and additional access lines were acquired in support of this initiative. As well, in the agency's ongoing efforts to maintain current systems, six new computers were purchased to replace our systems that were eight to ten years old. At year end, BICR had an inventory of 78 computer systems.

### OTHER HIGHLIGHTS

- Assigned to the Effective Organization and Participant Safety group, this writer worked with fellow management team members to develop and operationalize these Strategic Directions. Effective Organization focuses on employee safety and engagement, financial resources and the use of technology to ensure BICR is at the forefront in each area. Participant Safety concentrates on creating a culture of safety for participants, while using best practices. As part of the process, teams reviewed existing Scorecard and Dashboard indicators to update data that will be tracked in the next year.
- As always, Participant Safety initiatives were a priority for the agency. The Participant Safety Steering Committee noted a number of trends in their quarterly report to the Board of Directors, including statistics on the new Critical Incident classification. As required for Accreditation Canada, BICR conducted an annual Prospective Analysis on the topic Medication Audits. (Prospective Analysis is intended to identify and prevent problems before they happen, specifically around the area of participant safety.) BICR now conducts regular medication audits and uses the audit checklist and process that was created by the Prospective Analysis team.
- The Emergency Response and Outbreak Committee (EROC) followed its annual checklist of tasks and these were completed including a test of the emergency response plan, an audit of emergency supplies, a review of the emergency, outbreak and pandemic plans and an audit of participant's level of vulnerability. During the test of the emergency response plan, staff simulated a response to an earthquake, evaluating whether staff knew what to do and where to go in this type of emergency as well as evaluate the ability of sites to be self-sufficient for at least 72 hours. In other areas, promotion of flu shots and hand hygiene were also a priority, as well as maintenance of N95 mask fit testing.
- As Personal Information Officer, this writer was active in responding to Participant Privacy Rights requests in accordance with PHIPA (Personal Health Information Protection Act). As well, policies, processes and communication were implemented to support the rollout of all staff e-mail in order to ensure privacy and security is maintained across the agency. Documentation refresher training content was also updated to incorporate this important area.

The next year will be another period of growth and development. Some areas of focus include:

- Mid-cycle consultation with Accreditation Canada in May 2014.

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- Preparation and rollout of Accreditation Canada's Worklife Pulse and Patient Safety self-assessments.
- Partnering with Accreditation Canada's Advisory Services to strengthen BICR's Quality Improvement Plan.
- Finalize operational and scorecard indicators.
- Complete annual Prospective Analysis – topic: Choking.
- As financial resources allow, target and replace aging computer systems.
- Evaluate OPUS workspace at one year anniversary.
- New venue for agency's annual Golf Tournament fundraiser.
- Explore next steps for SISP and use of technology at BICR.

**HEATHER OLSZEWSKI**  
**PROJECT MANAGER**

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.  
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During the 2013-2014 fiscal year, the operating philosophy of the Human Resources department continued to be one of fostering consistent, fair, and equitable employee relations across the agency. We strived to apply this philosophy to the planning and delivery of all HR functions and practiced it in our day-to-day interactions with employees, volunteers and students through personalized, confidential service.

Within the department, there was a temporary change in staffing. Erica LaPlante, who was appointed to HR Manager in April 2013, started her maternity/parental leave in June 2013 and Darlene Robinson was hired as the Interim HR Manager until Erica returned in March 2014. Ben Gallagher, in his second year of service, remained the HR Coordinator responsible primarily for a) employee, student and volunteer recruitment and b) employee and volunteer educational services.

#### **HIGHLIGHTS 2013- 2014**

**Employee Satisfaction Survey 2013:** In the spring of 2013, the HR Department facilitated a staff satisfaction survey via Survey Monkey. To our delight, we achieved a 76% (101/132) response rate. Particularly noteworthy is that 96% of the respondents said they either agreed or strongly agreed with the statement "Overall I feel I am highly committed to this agency." Moreover, we had the opportunity to communicate the compiled results of the survey to staff via the Internal Digest. With these results, the agency was able to respond to several of the areas identified as 'needing improvement' on the survey, including wages and benefits, scheduling and hours, interdepartmental communication, performance management and interpersonal relations.

For example, with respect to performance management, since the survey, the HR department has streamlined the performance appraisal forms into a much simpler, more efficient and career focused form. This new form will not only expedite the PA process for the employee and manager to complete, but will also identify areas for growth and development for the employee's current position and future career path at the agency.

Additionally, in response to the feedback that suggested staff would appreciate the opportunity to work at other BICR residential sites besides their primary one and thus receive more hours, we implemented a "Multiple Site Availability" program. Staff interested in working at a site other than their primary one could register their interest and availability so opportunities would be offered to them based on staffing requirements. This means that, in addition to possibly increasing their scheduled hours, staff can exchange ideas, learn about the operations of another residence or department, and work with a greater number of BICR's diverse Participant population. To date, we have received a positive number of staff registering for this opportunity.

**Food For Thought Luncheons:** These luncheons comprising of selected staff from various departments and two members of the Management Team, continued to be scheduled monthly. The focus of these discussions in the recent months centered on questions to staff about current events in their program/department, the overall morale of staff, the resources staff wish for to do their job effectively, how workplace safety can be improved, employee recognition, management support, forums of communication and agency provided training.

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The positive feedback from staff at this event consistently focus on their appreciation for the agency's flexible schedules, the group insurance benefits we offer for part-time employees, the value we place on work-life balance, autonomy in the position, the agency's training program, the open-door policy and the opportunity to make a difference in the lives of our Participants. In the same respect, the constructive feedback we consistently receive focus on the agency's wage grid, the desire for more hours (p/t & relief staff) and less paperwork, and staff burnout. Overall, the monthly feedback from the Food for Thought Luncheons is very consistent with the results for the 2013 Employee Satisfaction Survey.

Undoubtedly, in the coming year, the agency will continue realize the value of offering staff this medium of direct communication to management.

**New and Updated Staff Policies and Practices:** After much research and consultation with the Management Team, we implemented two new staff policies and revised another this year:

- The new Social Media Policy extends the agency's code of conduct regarding how and when an employee accesses social media. Specifically, it will ensure staff understand their obligations when using social media (i.e. Facebook and Twitter) and the risks associated with such use that may impact the agency's reputation, the confidentiality of the participants, and be a breach of specific agency policies and procedures.
- In recognition of the strong link between continuous quality improvement practices and each Participant's experience with the agency, the new Quality Improvement Policy highlights BICR's dedication to providing support to each Participant according to his or her unique needs based on current best methods and practices.
- To keep pace with ongoing advances in technology and to continue supporting the agency's use of it while safeguarding the link this use has with Participant privacy laws (PHIPA) and current business practices, we reviewed and amended the agency's technology policy and renamed it the Secure Use of Data, Appropriate Use of Technology, and Remote Access Policy.

When we updated the technology policy, we also updated the Confidentiality Agreement as it relates to e-mail and remote access to ensure that it, too, keeps pace with technological and legal requirements and continues to honour our ongoing commitment to privacy and confidentiality.

**Health and Safety:** The multi-site Joint Health & Safety Committee continues to take an active role in promoting a healthy and safe work environment for all BICR staff. For instance, following a recommendation from the Joint Health and Safety Committee, a new Musculoskeletal Policy was implemented. In the healthcare sector, about 42 per cent of all lost-time injuries are MSD-related, and this policy confirms BICR's commitment to minimizing the risk to staff by providing the resources to support and maintain an MSD Education and Prevention program. The program's initiative will be incorporated into the agency's current annual health and safety training all staff receive, and will provide a comprehensive approach for safe work practices.

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Consistent with the agency's practice in previous years, the agency hosted a flu vaccination clinic in partnership with Primary Care Niagara. It was well attended by employees, participants, friends and family members.

Additional health and safety initiatives continued to be maintained, such as monthly hand hygiene audits performed at each location, and the diligent tracking of employee incidents, accidents, and hazards/near miss.

Furthermore, the agency is elated to report that we have set a new agency record for workplace safety. As of May 1, 2014, we have not had any lost time/WSIB reported claims due to a workplace injury or illness for 312 days! This is an exceptional record for the agency, and one that can only be attributed to the diligence of each and every staff member maintaining a safety culture and taking an active part in the Internal Responsibility system.

**Return to Work/Job Accommodations:** As described in the agency's Early and Safe Return to Work policy, BICR is committed to the successful recovery of employees who are injured or become ill on the job by assisting in the early intervention and return to safe work. However, should the illness or injury be non-occupational in nature (did not happen on the job), the agency strives to apply the same philosophy. As a result, in some instances, the employee may require a leave of absence followed by a period of on the job accommodation to ensure a safe return to work. In other instances the employee is able to continue working and some accommodation is necessary to ensure the work is performed safely. In both instances, Human Resources works with the employee and the employee's manager to design a modified work program based on the physician's recommendations and then monitors the employee's progress to ensure compliance with the medical precautions. This past fiscal year we successfully assisted (10) employees with job accommodations that resulted in safe return to work outcomes.

**PROGRESS REPORT UPDATES FROM 2013: STRATEGIC DIRECTION - EFFECTIVE ORGANIZATION/OPERATIONAL SCORECARD**

**Employer of Choice focusing on Safety and Engagement**

- The Performance Appraisal system has been streamlined to improve efficiency and effectiveness; to be rolled out to staff in June 2014
- Internal and external professional development opportunities continue to be available to staff
- Reduction in workplace accidents, illnesses and injuries; no WSIB lost time claims in over 300 days
- Continue to look for creative and unique ways to recognize the accomplishments of staff

**SUMMARY**

Looking to the future, the HR Department will continue to have an active partnership with the leadership team in the organization in order to meet the agency's strategic directions. Advocating for the employee will continue to be our top priority, as we balance and support the needs and directions of each department. This

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requires maintaining an open dialogue with BICR employees, volunteers, and students, soliciting feedback about ongoing initiatives and, welcoming suggestions for new ones. Additionally, we will continue to monitor and review our operations, seeking and acting upon quality improvement opportunities within the context of the strategic directions, the changing business environment, and the current fiscal reality. While we acknowledge that there will be challenges, the year ahead still looks promising.

**ERICA LAPLANTE  
HUMAN RESOURCES MANAGER**



## HUMAN RESOURCES COORDINATOR ANNUAL REPORT 2013-2014

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Brain Injury Community Re-entry (Niagara) Inc. continues to strive to be a model employer through its recruitment practices, employee relations, training opportunities and career development offerings. There has been significant change to the Human Resources Department over the past year as it moved from a three (3) to two (2) person operation, which included the re-distribution of duties.

### **STAFFING**

Over the past fiscal year BICR has added a number of qualified staff members who have quickly risen in the organization. The recruitment focus has been on attracting dedicated staff members who are looking to progress within the Agency. Recruitment has been aided by strong volunteers and students who have demonstrated their abilities through placements then moved on to paid employment with the Agency. BICR hired 6 former students/volunteers during the 2013-2014 fiscal years and will continue to look at its pool of students and volunteers as hiring needs arise.

Many full-time openings have been filled internally, which creates other permanent and contract opportunities within the Agency. This lengthens the time spent recruiting, but has given current staff members a chance to move positions and/or locations and gain new experiences. These new experiences are beneficial for staff and employees are thriving in their new permanent and temporary roles.

### **EDUCATION**

BICR continues to promote a number of employee education opportunities both internally and externally. The 5 mandatory training sessions for front-line staff have been supplemented with optional courses in Mental Health First Aid, American Sign Language, Seizure First Aid, Suicide Intervention Training, Work-Life Integration and a number of other courses designed for professional development, work-life balance and staff interests. BICR has also been visible at external workshops, sending staff to the Hamilton Health Sciences ABI Conference, OBIA courses and Crisis Trauma Institute Workshops. Over the next fiscal year Education will look to decrease the barriers for staff in attending training and increase the percentage of staff who are current in their mandatory training requirements.

### **PERFORMANCE MANAGEMENT**

Completing Performance Appraisals continues to be a challenge for BICR staff. The Agency has revamped its internal website and given email access to all staff, which should help in providing Performance Appraisal materials to all staff members. In addition to technological aids, the Performance Appraisal system will be undergoing changes to make the process more efficient and extract pertinent information. The shorter Performance Appraisal form should make it easier for staff and management to complete the form on schedule. The new form will also put more emphasis on career growth opportunities. The goal is to make the Performance Appraisal an exciting time for staff as they can look to expand upon their current abilities and highlight the progress they have made with the Agency.

### **HIGHLIGHTS**

- Increased focus on staff development and upwards movement opportunities
- Volunteer and student placements provide BICR with qualified candidates who embody the Agency's goals and values
- Smooth transition to reconfigured Human Resources department
- New educational offerings focusing on staff development, both professionally and personally

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- Implementing new performance appraisal system in the coming

**CHALLENGES**

- Retaining staff with specialized skill sets in higher paying fields
- External job seekers are looking for full-time employment
- Encouraging relief staff to attend mandatory training sessions

**BEN GALLAGHER**  
**HUMAN RESOURCES COORDINATOR**

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.  
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Over the past year Brain Injury Community Re-Entry has increased its visibility within the community and developed new post-secondary partnerships with schools outside the Niagara Region. Once again, student placements provided BICR with the bulk of its volunteer hours, but many post-secondary students who are not in Co-Op programs are volunteering their time at BICR.

Niagara College continues to send a steady stream of volunteers, usually from the Social Service Worker, Educational Assistant Special Needs Support and Recreation & Leisure / Recreation Therapy diploma programs. There has been an increase in placements from other post-secondary institutions as well, with the University of Windsor (Social Work – Masters Degree) and Mohawk College (Concurrent Disorders – Graduate Certificate) sending students to BICR. We are also working closely with Brock University, encouraging their students to volunteer at the Agency as most of their programs do not offer a Co-Op placement. With distance learning becoming more common and students travelling from the Niagara region for their studies, this has helped BICR bring in more students from varied programs over the past fiscal year.

Since a large number of volunteers are students, there has been some turnover based on the timing of the school semester. Many volunteers only spend part of the year in the Niagara Region, but the volunteers have been devoted to the Agency and the participants they spend time with. Most volunteers return to the Agency when they are residing in the Niagara Region and the rapport they have developed with the participants allows them to pick-up where they left off.

BICR still maintains a steady group of volunteers in non-front line roles. Most of the volunteers involved with the Agency's monthly Bingo fundraiser and Annual Golf Tournament are long standing volunteers who have dedicated their time for a number of years. BICR also has a long-term volunteer that assists participants with their taxes and another volunteer who assists BICR with data entry.

Some volunteers have come forward with programming proposals to assist BICR participants in areas where they specialize. Volunteers have led communication groups for participants, American Sign Language tutorials for staff, Art groups for participants and assisted participants with physical fitness regimens.

In 2013-2014 there has also been an increase in participants looking to volunteer with the Agency. Participants have been assisting with recreation events, fundraising opportunities and mentoring other participants. It has been beneficial for both the volunteer participants and the Agency to have participants giving back to BICR.

Misty Maguire, a BICR volunteer, was recognized at the St. Catharines Annual Volunteer Awards in April. Misty volunteers with a participant who is placed in a long-term facility and has developed a great rapport with her over the past 16 months. We are thrilled to have Misty recognized for her time and efforts.

#### **HIGHLIGHTS**

- Volunteers leading group programs, bringing a specialized skill set
  
- An increase in volunteers from various educational backgrounds

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- Growing interest from BICR staff to oversee volunteers
- Participants giving back to the organization through volunteering
- Developing new partnerships with post-secondary educations

**CHALLENGES**

- Finding volunteers for remote areas away from bus lines
- Lengthy on board process usually delayed by the criminal reference check timelines
- Decrease in volunteer hours during exam time and summer months

**BEN GALLAGHER**  
**HUMAN RESOURCES/VOLUNTEER COORDINATOR**

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.  
**DIRECTOR OF FINANCE ANNUAL REPORT**  
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With the 2013-2014 fiscal year now behind us, it's that time again to pause and reflect on additional agency activities that transpired over the past year and, specifically, the impact these had on the accounting office. Some of the more significant actions included: operationalizing the new Strategic Directions; modifying the BICR Quality Plan, increasing our use of technology; and changes to major agency resources. As always, this office attempts to make incremental improvements every year, no matter how small, to work towards the betterment of the department and to the agency as a whole.

Operationalizing the agency's new Strategic Directions took some time to review and implement. With the emphasis on scorecard philosophy, our plan now aligns with the work the Local Health Integration Networks (LHIN), Health Quality Ontario (HQO) and Accreditation Canada (AC) are doing. As one of three members of the Effective Organization Committee, our focus is to ensure human and financial resources are cherished and used effectively and that quality continues to be at the forefront in everything we do. (For updates on the agency's Effective Organization Strategic Direction, please see the Strategic Directions section of the Annual Report.)

In the last annual report, we noted that our Quality Plan needed to be modified significantly to meet the standards set out by Accreditation Canada. During the year, our funder – LHIN 4, also introduced the requirement for all Community Support Service agencies that they fund, to have a Quality Plan in place. At the time of writing, the plan has been approved by LHIN 4 and is currently being slightly modified with input from AC.

Increased use of technology continues to be an ongoing agency focus. Previously, we introduced the option for staff to acquire their pay statements on-line in addition to the paper statements that had traditionally been published. Last year, BICR stopped printing hard copies of pay statements. Based on existing staff numbers, this alone will save more than 3,500 sheets of paper each year. That's over 43% of a tree (based on average estimates by Conservatree). In addition, BICR recently took advantage of services provided by Donate Now – an established electronic donor web site. This will allow visitors to the agency web site to make immediate donations on-line. Donate Now provides the donor with a receipt and also provides BICR with donor records and proceeds from each donation for a very small fee.

In terms of changes to major agency resources, the Buckley van was retired and the Parkdale Place mortgage was finally paid off in full. These same resources have now been allocated to direct care costs. In addition, resources were used to renovate washrooms at two residential sites. There were a couple of wrinkles along the way however, both are now finished and fully accessible.

With the New Year, we are looking forward to the planning process that comes with modifying existing practices and introducing other new ones. Currently, plans are currently underway for the agency to purchase a small gardening business; we will continue to look at ways to use technology to further reduce paper usage (and maybe save the other portion of that tree) and make other incremental changes to ensure agency resources are used effectively.

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**STRATEGIC DIRECTION EFFECTIVE ORGANIZATION UPDATES FOR 2013-2014**

BICR remains committed to be an employer of choice focusing on employee safety and engagement, technology improvements and fiscal responsibility that will provide participant centered services.

**Exploit Information Technology**

- Electronic Pay Statements are now being published only. In addition, a link was added from the agency web site for staff to access.
- Invoices and statements have been streamlined so that both are produced using existing accounting software only.
- Electronic mileage forms have been made available as another option for staff to use.

**Improved Fiscal Responsibility**

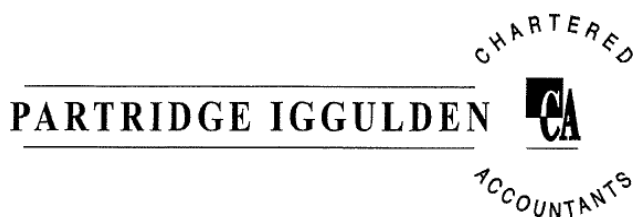
- A recent comparison was completed for agency wage rates among other ABI providers. This information is currently under review.
- A meeting with the LHIN earlier in the year focused on various matters including the increased cost of living and the lack of increases to base funding to increase wage rates.
- Reviews have started to further enhance purchasing controls at each site.
- The new chart of accounts and reallocation suggestions by the LHIN are ready to implement for the new fiscal year.

**Increase Quality Assurance and Review & Update the Quality Plan**

- The Quality Plan has been endorsed by the LHIN. Currently, minor changes are being made to meet AC's requirements.

Much appreciation is extended to Elaine Harvey and Alice LeBel for their help with the accounting department this year. As always, many thanks to Sue Keus and Jamie Bird for their ongoing commitment to BICR and the functions that they perform every day in meeting the needs of staff, participants and all other agency stakeholders.

**SANDRA HARDING, CGA**  
**DIRECTOR OF FINANCE**



PARTRIDGE IGGULDEN LLP  
CHARTERED PROFESSIONAL ACCOUNTANTS

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## INDEPENDENT AUDITOR'S REPORT

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

We have audited the accompanying financial statements of Brain Injury Community Re-Entry (Niagara) Inc. which comprise the statement of financial position as at March 31, 2014, the statements of revenue and expenses, accumulated surplus and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

### **Management's Responsibility for the Financial Statements**

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

### **Auditor's Responsibility**

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

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

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

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

**Basis for Qualified Opinion**

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

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

**Qualified Opinion**

In our opinion, except for the possible effects of the matters described in the Basis for Qualified Opinion paragraphs, the financial statements present fairly, in all material respects, the financial position of Brain Injury Community Re-Entry (Niagara) Inc. as at March 31, 2014 and its financial performance and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

St. Catharines, Ontario  
June 11, 2014



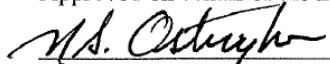
**PARTRIDGE IGGULDEN LLP**  
Chartered Professional Accountants  
Licensed Public Accountants



**BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.****STATEMENT OF FINANCIAL POSITION****MARCH 31, 2014**

	<u>2014</u>	<u>2013</u>
<b><u>ASSETS</u></b>		
<b>CURRENT ASSETS</b>		
Cash	\$ 217,914	\$ 142,797
Cash - Funds held for residents	23,725	25,791
Accounts receivable (Note 3)	72,240	132,557
Prepaid expenses	<u>21,869</u>	<u>24,126</u>
	<u>335,748</u>	<u>325,271</u>
<b>RESTRICTED CASH</b>		
Richardson Court Facility Reserve (Note 4)	67,111	56,889
Reserve Fund (Note 5)	<u>642,928</u>	<u>648,938</u>
	<u>710,039</u>	<u>705,827</u>
<b>FIXED ASSETS (Note 6)</b>		
	<u>1,005,886</u>	<u>1,042,957</u>
	<u>\$ 2,051,673</u>	<u>\$ 2,074,055</u>
<b><u>LIABILITIES</u></b>		
<b>CURRENT LIABILITIES</b>		
Accounts payable and accrued charges (Note 8)	\$ 346,649	\$ 334,480
Liability for resident funds	23,725	25,791
Current portion of long-term debt (Note 9)	<u>22,600</u>	<u>27,974</u>
	392,974	388,245
<b>LONG-TERM DEBT (Note 9)</b>		
	549,462	572,048
<b>COMMITMENTS AND SUBSEQUENT EVENT (Note 10)</b>		
	<u>942,436</u>	<u>960,293</u>
<b><u>NET ASSETS</u></b>		
<b>UNRESTRICTED ACCUMULATED SURPLUS</b>		
PROMENADE RICHELIEU	380,099	380,099
<b>EXTERNALLY RESTRICTED - RICHARDSON COURT</b>		
FACILITY RESERVE (Note 4)	67,111	56,889
<b>INTERNALLY RESTRICTED - RESERVE FUND (Note 5)</b>		
	<u>662,027</u>	<u>676,774</u>
	<u>1,109,237</u>	<u>1,113,762</u>
	<u>\$ 2,051,673</u>	<u>\$ 2,074,055</u>

Approved on behalf of the Board:

 , Director

 , Director

St. Catharines, Ontario

June 11, 2014

**BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.****STATEMENT OF REVENUE AND EXPENSES****YEAR ENDED MARCH 31, 2014**

	2014		2013	
<b>REVENUE</b>				
Ministry of Health	\$ 5,017,527	88.6 %	\$ 4,862,395	88.0 %
Ministry of Health - Richardson Court Facility	83,116	1.5	65,874	1.2
Ministry of Health - Funding flow through	36,300	0.6	38,500	0.7
Ministry of Health - RAI CHA	-	-	10,120	0.2
Fee for service	449,304	7.9	470,747	8.5
Rental income	70,899	1.3	70,477	1.3
S.E.E.D. grants	4,970	0.1	5,097	0.1
	<u>5,662,116</u>	<u>100.0</u>	<u>5,523,210</u>	<u>100.0</u>
<b>EXPENSES</b>				
Building and grounds				
Amortization	27,960	0.4	30,046	0.4
Occupancy costs	167,814	3.0	162,954	3.0
Interest on long-term debt	23,691	0.4	24,504	0.4
Utilities	44,987	0.8	37,662	0.7
Building maintenance	90,471	1.6	82,382	1.5
Contracted out	35,179	0.6	22,221	0.4
Employee benefits	601,795	10.6	595,175	10.8
Equipment	13,706	0.2	24,168	0.4
Insurance	44,694	0.8	43,999	0.8
Office and general expenses	83,201	1.5	93,374	1.7
Participant costs	115,021	2.0	121,482	2.2
Professional fees	20,566	0.4	13,920	0.3
Telephone	42,840	0.8	39,047	0.7
Training	31,228	0.6	35,785	0.6
Transfer to facility Reserve Fund	17,793	0.3	3,493	0.1
Travel	166,345	2.9	157,670	2.9
Wages	4,261,505	75.3	4,136,933	74.9
	<u>5,788,796</u>	<u>102.2</u>	<u>5,624,815</u>	<u>101.8</u>
Expense recoveries	<u>(111,936)</u>	<u>(2.0)</u>	<u>(112,411)</u>	<u>(2.0)</u>
	<u>5,676,860</u>	<u>100.2</u>	<u>5,512,404</u>	<u>99.8</u>
<b>OPERATING SURPLUS (DEFICIT)</b>	<b>(14,744)</b>	<b>(0.2)</b>	<b>10,806</b>	<b>0.2</b>
<b>MINISTRY OF HEALTH FUNDING REPAYMENT</b>	<b>-</b>	<b>-</b>	<b>(120)</b>	<b>-</b>
<b>NET OPERATING SURPLUS (DEFICIT)</b>	<b>\$ (14,744)</b>	<b>(0.2)%</b>	<b>\$ 10,686</b>	<b>0.2 %</b>

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.

DONATIONS AND SPONSORSHIP  
2013-2014

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Applebee's  
Antipastos di Roma  
Beatties Basics  
Beatties Fresh Flower Market  
Beechwood Golf & Country Club  
Bestway Bedding  
Bird Kingdom  
Blue Star Restaurant  
Booster Juice  
Boston Pizza  
Brand Boulevard  
Brewer's Paradise  
Brian Cullen Motors  
Café Amore  
Canadian Bread Company Inc.  
Canadian Customs Consulting Inc.  
Canadian Linen  
Chip n' Charlie's  
CIBC Imperial Service  
Club Italia Lodge No. 5  
Complete Comfort Niagara Inc.  
Costco  
Dairy Queen  
David Shapiro Barrister & Solicitor  
Diana Marshall  
Dr. John Davis  
Dumont Security  
Durward Jones Barkwell & Co.  
FIRE Incorporated  
Fallsview Casino Resort  
First Choice Haircutters  
Frado's  
Frank's Feather and Fin Ltd.

Golf Town  
Guy Rizzo  
Harvey Moving & Storage  
Hernder Estate Wines  
Highland Trail Lodge  
HOCO Corporation  
Horton Automatics  
Investor's Group  
Joey's Only Restaurant  
Joseph's Estate Wines  
Lancaster, Brooks & Welch  
Lori's Hairdressing  
Luc Savoie  
M&M Meat Shops  
Mama Mia's Italian Eatery  
Marcel Dionne Inc.  
Marlin Travel  
Marr's Thorold Foodland  
McGee Marketing  
Medi Massage  
Meridian Credit Union  
Mick & Angel's Restaurant  
Micro Tech Niagara Inc.  
Minuteman Press  
Molson Canada  
Mountainview Properties  
Ms. Ruth Volpato  
MSN.ca  
Niagara Golf Warehouse  
Niagara Helicopters  
Niagara Ice Dogs  
Niagara Parks Commission  
Ontario Science Center

Parkway Lanes  
Partridge Iggulden Inc.  
Patricia Fryer Associates Inc.  
Peter Aiello  
Pirie Appliances Ltd.  
Professional Hockey Players Association  
Regency Athletic Resort  
Rexall Pharma Plus  
Ricochet Water  
Rob Nicholson Office  
Royal Botanical Gardens  
Service Master  
Shoppers Drug Mart  
Simply Delicious Fruit  
Sobeys  
Star Collision  
Starbucks  
Super 8 Hotel  
The Home Depot  
The Keg Restaurants  
The Lions Club of Merritton  
The Merchant Ale House  
Tim Horton's  
Toronto Blue Jays  
Toronto Rock Lacrosse Club  
Transportation Safety Training  
Verge Insurance  
Walmart Supercenter  
Welbridge Fire Protection  
Willodell Golf Club  
Winners Merchants International  
Youngs Insurance

**DONATIONS RECEIVED IN MEMORY OF:**

Robert Mackie  
Wayne Schooley  
Karl Stunt  
James Thomas

We would also like to recognize the many individuals who have contributed to our agency during the 2013-2014 fiscal year. A special thank you to all!