

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.



**ANNUAL REPORT
2014-2015**

ANNUAL REPORTS
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INTRODUCTION TO BICR 2014-2015

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
2014-2015**

It is my pleasure to write this report and to welcome our board of directors, staff, and guests to BICR's 27th AGM scheduled for Wednesday, June 10th, 2015.

The 2014-2015 fiscal year was another year of many successes and accomplishments.

This is our 2nd year as the owners of our very own gardening enterprise, 'Cemetery Gardening Angels'. By all reports the first year of operations was very successful financially, as well as creating employment opportunities for our participants. I feel this venture is educational for our participants as well as our staff managing it.

BICR recently entered into a new partnership with Canadian Mental Health Association. The partnership will provide additional residential opportunities in Niagara Falls for individuals with an acquired brain injury and mental health diagnosis. This is a new venture for us and we are hopeful it will be successful in the coming years.

Next year is accreditation year 'again', and will be a busy year for all staff and Board of Directors. We have had excellent reports in previous years and I am sure this coming year will be favourable as well.

Have a safe and enjoyable summer!

**NICK OSTRYHON
PRESIDENT**

**RAPPORT ANNUEL DU PRÉSIDENT
2014-2015**

Je suis ravi de présenter ce rapport et d'accueillir les membres du conseil d'administration et du personnel ainsi que les invités à la 27e AGA de BICR, qui aura lieu le mercredi 10 juin 2015.

L'exercice 2014-2015 a été une autre année marquée par de nombreuses réussites et réalisations.

Il s'agit de notre deuxième année en tant que propriétaires de notre entreprise de jardinage, « Cemetery Gardening Angels ». Selon toute apparence, elle a connu d'excellents résultats financiers lors de sa première année d'exploitation, en plus de créer des emplois pour nos participants. Selon moi, cette entreprise est éducative tant pour les participants que pour les membres du personnel qui en assurent la gestion.

Par ailleurs, BICR a récemment forgé un partenariat avec l'Association canadienne pour la santé mentale. Ce partenariat permettra d'offrir, à Niagara Falls, d'autres services en établissement aux personnes ayant une lésion cérébrale acquise et une maladie mentale. C'est pour nous une nouvelle avenue et nous espérons qu'elle portera des fruits au cours des prochaines années.

L'année qui vient sera « encore » une année d'agrément; tous les membres du personnel et du conseil seront donc très occupés. Nous avons reçu d'excellents rapports les années précédentes et je suis convaincu qu'il en sera de même cette année.

Passez un bel été et soyez prudents!

**NICK OSTRYHON
PRÉSIDENT**

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
CHIEF EXECUTIVE OFFICER'S ANNUAL REPORT
2014-2015

I am writing this report with great anticipation for growth for our organization, and excitement for opportunities for our staff.

Firstly, the Board of Directors and Management Team are pleased that we have been able to negotiate for an increase to the wage grid for staff that provide direct care to our participants. This is definitely a well-deserved recognition for all the great work our staff provides, and I must compliment both LHIN #4 and the Ministry of Health and Long Term Care for their support, and realization of the important work being performed each and every day. This initiative required a significant amount of work, and I would like to thank the Board, Accounting and Human Resources departments for their considerable support to me during this process.

I have the great privilege to announce a new program located in Niagara Falls which is in partnership with Canadian Mental Health Association (CMHA). This will be a residential program funded directly by the Ministry of Health and Long Term Care to provide services to persons with a dual diagnosis of mental health and acquired brain injury. BICR would like to thank CMHA for all their cooperation in obtaining the incredibly needed service in our region. Further information on this initiative will be made available in the near future.

The organization is working diligently to prepare for the Accreditation Canada site visit in May 2016. Teams have been assigned and they are ready to begin their work. The Board of Directors are also busy answering their own survey questions. BICR was accredited with exemplary status last cycle, and we are looking to continue our success, and partnership with Accreditation Canada.

Finally, I would like to announce a great opportunity that has been provided. Young's Insurance has decided that the proceeds of their 2016 Golf Tournament will be donated solely to BICR. I would like to personally thank Sandy Valleriani and Guy Rizzo for this generous initiative.

Once again, I must thank the Board of Directors, Management Team, and Staff for their great work and dedication to the organization, which truly makes BICR a very special service provider. This type of organization would not be able to exist without the direct funding from the LHIN #4 and the Ministry of Health and Long Term Care, and generous donations made by many individuals in our community.

Thank you,

FRANK GRECO
CHIEF EXECUTIVE OFFICER

**RAPPORT ANNUEL DU DIRECTEUR GÉNÉRAL
2014-2015**

Au moment de rédiger ce rapport, j'envisage avec enthousiasme la croissance de notre organisation et les possibilités qui s'offriront à notre personnel.

Tout d'abord, le conseil d'administration et l'équipe de gestion sont heureux d'avoir réussi à négocier une hausse de la grille salariale pour les membres du personnel qui fournissent des soins directs aux participants. Voilà certainement une reconnaissance bien méritée de tout l'excellent travail qu'accomplit notre personnel. Il me faut aussi féliciter le RLISS no 4 et le ministère de la Santé et des Soins de longue durée pour leur soutien et leur prise de conscience de l'important travail qui se fait jour après jour. La négociation a nécessité des efforts considérables et je tiens à remercier le conseil ainsi que les services de comptabilité et des ressources humaines de leur aide soutenue pendant ce processus.

Par ailleurs, j'ai l'honneur d'annoncer la mise en œuvre à Niagara Falls d'un nouveau programme qui résulte d'un partenariat avec l'Association canadienne pour la santé mentale (ACSM). Il s'agit d'un programme offert en établissement, financé directement par le ministère de la Santé et des Soins de longue durée, destiné aux personnes présentant un diagnostic mixte, c'est-à-dire qui ont un problème de santé mentale et une lésion cérébrale acquise. BICR aimerait remercier les représentants de l'ACSM de leur collaboration en vue d'obtenir ce service si nécessaire dans notre région. Nous fournirons sous peu des précisions sur cette initiative.

Nous nous préparons consciencieusement en vue de la visite d'Agrément Canada prévue pour mai 2016. Nous avons formé des équipes et elles sont prêtes à entreprendre leur travail. Les membres du conseil d'administration sont également occupés à répondre à leurs propres sondages. Au dernier cycle, BICR a été agréé avec mention d'honneur et nous comptons poursuivre sur notre lancée en collaboration avec Agrément Canada.

Enfin, j'aimerais annoncer qu'une occasion exceptionnelle s'est présentée à nous. En effet, la compagnie Young's Insurance a décidé de verser entièrement à BICR le produit de son tournoi de golf annuel 2016. Je tiens à remercier personnellement Sandy Valleriani et Guy Rizzo de cette générosité.

Une fois de plus, j'exprime ma gratitude aux membres du conseil d'administration, de l'équipe de gestion et du personnel pour leur excellent travail et leur dévouement envers BICR, qui font vraiment de lui un fournisseur de services remarquable. L'existence d'une telle organisation serait impossible sans le financement direct du RLISS no 4 et du ministère de la Santé et des Soins de longue durée ainsi que les dons généreux de nombreuses personnes de notre communauté.

**FRANK GRECO
DIRECTEUR GÉNÉRAL**

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
26TH ANNUAL GENERAL MEETING MINUTES
JUNE 11TH, 2014

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

Regrets: Luc Savoie, David Shapiro

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

Nick Ostryhon welcomed and thanked everyone for attending the 26th Annual General Meeting.

2. Adoption of the Agenda

Motion: To adopt the agenda for the 26th Annual General Meeting, as presented.

Moved: Jackie Lynch

Seconded: Dr. Linda Cudmore

Carried.

3. Review and approval of the minutes from the Annual General Meeting held on June 11th, 2013.

Motion: To approve the minutes of the 25th Annual General Meeting held on June 11th, 2013 with no errors or omissions.

Moved: Doug Kane

Seconded: Jacqui Graham

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 31st, 2014 referring to the back pages of the Annual Report 2013-2014. BICR manages just over \$5,600,000 per annum with 99% revenue from the Ministry of Health. Expenses of 86% are related to wages and benefits. There was a small operating deficit of \$14,744 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 31st, 2014 as presented.

Moved: Steve Murphy

Seconded: Jacqui Graham

Carried.

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
26TH ANNUAL GENERAL MEETING MINUTES
JUNE 11TH, 2014

5. Other Business:

1. President's Report

Nick Ostryhon presented the President's Report.

2. Chief Executive Director's Report

Frank Greco thanked the community partners for attending, as well as the celebrating staff, managers and board of directors.

3. Appointment of Auditors

Motion: To appoint the accounting firm of Partridge Iggulden for the operating year of 2014-2015.

Moved: Sharon Cochrane

Seconded: Brian Minard

Carried.

4. Appointment of Directors.

Nick Ostryhon – President

Jacqui Graham – Secretary

Brian Minard – Director

Jackie Lynch – Director

Doug Kane – Director

Steve Murphy – Vice-President

Luc Savoie – Treasurer

David Shapiro – Director

Dr. Linda Cudmore – Director

Sharon Cochrane – Director

Motion: To appoint the Director positions as presented.

Moved: Jacqui Graham

Seconded: Steve Murphy

Carried.

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

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

Motion: To adjourn the 26th Annual General Meeting.

Moved: Jacqui Graham

Seconded: Dr. Linda Cudmore

Carried.

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
INTAKE DEPARTMENT ANNUAL REPORT
2014-2015

Over the past year the Intake department continued to oversee BICR's admissions process. The main focus of my role as the Intake Coordinator is to review intake applications to consider an individual's eligibility status. It is essential that this process is completed in a timely manner to allow for referrals and transfers both within our organization and to our community partners.

Meeting new potential participants and guiding them through the admissions process, as well as building a pathway through BICR or through community services is our area are parts of my role that I enjoy doing.

Many opportunities were presented to me during the reporting period. These opportunities are challenges that I happily embraced as they afford me continued skill enhancement and motivation, in addition to providing enriched service to our participants. An area that I have taken a greater interest and responsibility in, is to provide education, resources and information to our community with regards to BICR's programs and services. I have had the opportunity to work a little closer with our community partners and build a solid foundation for professional relations in part due to the opportunities below.

1. With the introduction of the systems navigator liaison with Behavior Services of Ontario (BSO) and BICR, I have been able to provide additional services that were not normal practice. Initially the systems navigator would contact BICR, who would then contact BSO to assist with "hard to serve" individuals. Since the introduction of this navigator, I find that I receive timely calls directly from BSO services. We have provided services to our community partners such as staff education, strategies and techniques for intervention, assistance with referrals, and have provided resources. This relationship continue to grow stronger with each referral made. We continue to negotiate services and resources.
2. I have attended several community agency staff meetings to present on BICR's intake process and services. Greater knowledge is apparent in the community with regards to ABI's and the possibility of a dual diagnosis. Attending these staff meetings are an excellent opportunity to build strong community connections and relations.
3. Presenting at community support groups (addictions, mental health, survivors of stroke) has also increased this year. The most common questions when addressing these groups are: What are the common challenges of an ABI, what services are available, and what strategies can be implemented to assist with overcoming an ABI diagnosis.
4. Presentation requests have been forthcoming this year and I believe that is a direct result of our presence at conferences. The most recent conference I attended was at the Ontario Workers of Niagara (OWON), entitled 'Which Came First the Chicken or The Egg'. Three presentation requests came as a result of that conference. I was also asked to present our business practice at the 22nd Annual Spring Conference in Hamilton entitled, 'Intersystem Collaboration'.
5. BICR has also partnered with a Therapeutic Recreation Specialist to present at local schools for the Bikes, Blades and Boards Safety initiative. BICR's Human Resources department assisted in the recruitment of our staff to volunteer at local schools. Volunteers will be trained on the importance of helmet safety. The project is to present a safety initiative plan to schools on the use of bicycles, rollerblades and skateboards.

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
INTAKE DEPARTMENT ANNUAL REPORT
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I sit on several committees which include the Admissions Committee, the Participant Safety and Steering Committee (PSSC), the Crisis Intervention Management Committee (CIM), and the Golf Committee.

As the Intake Coordinator I continue to chair the Admissions Committee. This committee is very valuable to the Intake process as it provides great resources from all members. It challenges me to keep up to date with new and upcoming advances in the field of ABI and the community programs that are available.

The CIM facilitator role allows me to be part of the front line support to staff as they share challenges and scenarios that they encounter on a regular basis. Our participants' dignity and rights come first and foremost at all times. Keeping these sessions fresh and inspiring is something that we all continue to work on.

The PSSC is also very valuable committee as it keeps me in touch with current participant challenges and trends. It provides me great insight on how staff view different crises and how they are dealt with. It allows me to ask questions from different scenarios and enhance my CIM presentations through the examples. This committee is represented by Management, COSS staff and Residential staff.

During the past year the Intake department has assisted in filling the remaining apartments at the Bowden residence in Fort Erie. Most transitions have transpired fairly smooth.

CHALLENGES AND TRENDS

Mild concussions and its long term effects continue to be a challenge. With these participants it is important to use all information available (medical reports, cognitive assessments and educational records) and closely profile at the admissions meeting to assist with a fair pathway plan. There have been several individuals with concussions as a result of sports injuries. Most often individuals will recover from mild concussions and its immediate effects, however a small percentage will not. We deal with these participants on an individualized basis.

BICR continues to keep an open mind and challenges itself in finding different ways of providing a service to our participants and our community partners.

JOE TALARICO
INTAKE COORDINATOR

MODULAR SERVICES ANNUAL REPORT 2014-2015

GENERAL OVERVIEW

During the 2014-2015 fiscal year, the Modular Services Manager position had the primary responsibility of overseeing the following services within BICR: Case Coordination; Fee for Service; Recreation Services; Vocational Services; Rural Services along Erie Shoreline; and Bowden Supported Independent Living Program. Additionally one COSS Case Facilitator and one Office Secretary were supported by this position.

PROGRAM INITIATIVES AND HIGHLIGHTS

- BICR's Ethics Framework educational sessions were provided to new staff as part of the new hire orientation process.
- 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. Rehabilitation Counsellor provided an average of 8-12 hours of support per week and continue to offset the demand for outreach services within the service area.
- Bowden SIL program provided support to 6 individuals in their own apartments in Fort Erie. In February 2015, the staff office transitioned from an apartment into the buildings common room. BICR has received a commitment that a seventh apartment will become available in the 2015-2016 fiscal year which will fulfill our full agreement with Niagara Regional Housing. The partnership with Niagara Regional Housing continues to be strong.
- The PET program was transitioned over the Community Outreach Support Services Manager. The Recreation Coordinator and the PET Coordinator continued to meet and refine various groups, track attendance and statistics. Reporting of the statistics was centralized under the Recreation Coordinator.
- The Learning & Leisure Guide continued to be further reviewed and updated on a quarterly basis in consultation with Sharon Coulson, Office Secretary, Recreation Coordinator and PET Coordinator.
- The Long Term Case Facilitator was transitioned over to the Community Outreach Support Services Manager.
- Vocational services continued to provide support to participants in both competitive employment and supported meaningful volunteer work. The vocational program successfully completed the first season of Cemetery Gardening Angels as a division of BICR. Gardening Angels expanded to include Niagara Falls as an area that they provide service to. The vocational department also continued their partnership with the Salvation Army, Kettle Bell program in the months leading up to Christmas.
- Students continued to be utilized. One summer student was hired and shared between Vocational services and Recreational services. Niagara College Students from the Social Service Worker Program, the Education Assistance - Special Needs Support, and Recreation and Leisure completed placements within the Case Management, Recreation and PET programs. These placements continue to be successful segues into employment for many of our students.

OBJECTIVES FOR THE UPCOMING YEAR:

- The existing Case Facilitator reporting to Modular Services will transition to the Community Outreach Support Services Manager.
- Along with the Manager of Community Outreach Support Services, the writer will co-chair the Acquired Brain Injury Services team for Accreditation Canada in preparation of BICR's site visit in 2016.
- The seventh participant will transition into the Bowden SIL program in August 2015.
- Plans are underway to offer another Caribbean Vacation for participants, targeting spring of 2016.
- We will begin to implement clinical services to BICR's Niagara Falls, Ministry of Healthy and Long Term Care funded acquired brain injury and mental health services program that will house 6 participants with 24/7 support.

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MODULAR SERVICES ANNUAL REPORT
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- The focus on Community Partnerships and linkages will continue to be fostered.

While I have touched on the themes and program highlights of Modular Services in general, Case Coordination, Bowden SIL, Recreation Services, and Vocational Services have submitted annual reports on their respective departments outlining the activities and accomplishments in the 2014-2015 fiscal year. Please refer to these reports for additional information.

DARLENE STEVENSON
MODULAR SERVICES MANAGER

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
CASE COORDINATION PROGRAM ANNUAL REPORT
2014-2015

GENERAL OVERVIEW

Case Coordinators receive all files for participants deemed eligible for service via the intake department. At times, there are exceptions where a participant is admitted directly into Community Outreach Services directly without accessing Case Coordination services. Case Coordination is a time-limited service that provides initial service coordination to individuals on BICR's waitlist. Case Coordinators provide ongoing assessment, determine support needs and assist with accessing community services. Community Health Assessments (Rai Cha) are done as part of the evaluation process to help identify potential goal areas and provide talking points with the participant.

HIGHLIGHTS FROM 2014-2015

While there are 2 coordinators within this program, one of the positions was an interim contract position from February 2014 to February 2015. The contract was a good opportunity for an existing BICR staff member to gain experience within this program. The team worked collaboratively to ensure any disruption in service created by meetings to discuss caseloads, complete paperwork and meet new participants was kept to a minimum.

The Case Coordinators continue to participate on internal and external committees as well as facilitate participant groups. The contract Case Coordinator facilitated the SUBI (Substance Use & Brain Injury) group for participants and was an active member of BICR's Behavioural Review Committee and Social Committee. Both Coordinators provide Crisis Intervention Management (CIM) training for staff. The permanent Case Coordinator continued to hold a position with the Joint Health and Safety Committee, facilitated CIM and held a position on the Niagara Region's Accessibility Advisory Committee.

Both Case Coordinators attended OWON (Outreach Workers of Niagara) meeting in January 2015 which highlights challenges and opportunities for Mental Health, Substance Use and Brain Injury agencies in the Niagara Region. It provided a chance for networking and dialogue between service providers.

STATISTICS

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

TOTAL FILES SERVED	CURRENT ACTIVE	TOTAL TRANSFERS TO OTHER BICR PROGRAMS	TOTAL CLOSURES / DISCHARGES
63	40	11	15

Closure/Discharges are files that are no longer open at BICR. Files are closed or discharged once support needs have been met or efforts to maintain contact with the participant have not s been limited.

Transfers occur between other BICR programs. This past year transfers were made to COSS, Psychology and Social Work. There were also transfers back to Case Management from other programs.

CHALLENGES/TRENDS

Caseloads continue to be diversified with respect to the ages of participants, background and cause of injury. Some examples of injuries are assaults, tumours, aneurysms and strokes.

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CASE COORDINATION PROGRAM ANNUAL REPORT
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Over the past year there have been some specific trends regarding the types of support that people are requesting that have included:

- Access to community activities
- Assistance with various referrals such as ODSP, CPP, transportation systems
- Accessing and maintaining affordable housing

Many participants with ABI struggle with ongoing mental health issues. In the past, coordination of ABI support and mental health services have been challenging and there has been a noted gap in service in this area.

OBJECTIVES

Foster ongoing partnerships between ABI support and mental health providers to provide participants with the appropriate community support.

Regular review of files and caseloads by the Coordinators will provide more openings and timely service for those on the waitlist.

JONATHAN WILLIAMS
CASE COORDINATOR

TRACY MADDALENA
CASE COORDINATOR

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
PERSONAL EFFECTIVENESS TRAINING ANNUAL REPORT
2014-2015

OVERVIEW

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

GROUPS AND PROGRAM HIGHLIGHTS

SKILL TRAINING & EDUCATION: PET incorporates skills training & education into daily groups, individual sessions and short term group initiatives. Life skills, mind aerobics and discussions on topics in the areas of health and safety were offered on an ongoing basis throughout this fiscal year. Other short term initiatives such as cooking, take home cooking and baking encouraged participants to increase their level of independence. Individual sessions and projects were also offered and focused on education and training. Participants involved in the independent sessions focused on the development of cognitive skills, language, literacy, and ABI technology. Participants involved in group projects were offered individual support to complete their projects. These projects focused on geography and world issues.

PHYSICAL EDUCATION: Physical Education is incorporated at PET through ongoing weekly groups in addition to short term and long term group initiatives. PET continues to utilize the YMCA of Niagara to incorporate physical fitness into a weekly routine. Individuals included in this program are offered individual support while at the YMCA to achieve their fitness goals. In addition to the YMCA of Niagara PET also utilizes the Kiwanis Aquatic Centre as it meets the accessibility needs of our participants. PET continues to supplement these programs through the fundraising endeavors from the PET annual Craft Sale. Other short term group initiatives offered at PET include yoga and Tai Chi. Yoga has been offered at PET for a number of years however PET was able to offer Tai Chi to both PET participants and other BICR Niagara participants through funding from our partner, March of Dimes.

LEISURE DEVELOPMENT: PET recognizes the need of participants to develop suitable leisure activities to develop their confidence, esteem and talents. PET was able to offer leisure development groups exclusively to PET participants as well as other BICR Niagara participants. Groups offered included: Drama Expression, Music with Rick & Phil, Stucco Abstract Art, Jewelry & Card Making, Jams and Jellies, Escape Art, Drumming and a number of games and other activities.

COMMUNITY SKILL DEVELOPMENT: The Community Skill Development component provides opportunities for participants to develop skills in the areas of communication, money management and social interactions while being supported in the community. During this report period PET has attended a number of community events/outings both in the Niagara Region and outside the Niagara Region. These included: March of Dimes events such as the volunteer recognition awards, socials & parties, fishing, picnics and nature walks on accessible trails throughout Niagara, Windwood farms & White Meadows, Heartland Forest, restaurants, movies and shopping excursions as well as a trip to the African Lion Safari and Medieval Times. PET also had the opportunity to host the Niagara Conservatory of Music put on a performance of Glee.

SUPPORTED COMMUNITY PLACEMENTS: PET continues to offer supported community placements to participants on a rotational basis at Community Care St. Catharines, the Lincoln County Humane Society and Niagara Action for Animals.

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These placements are offered to participants interested in volunteering their time to a community organization while developing their cognitive and interpersonal skills.

- The PET program continues to contract the services of a music therapist to provide services one hour per week. This particular component of the PET program remains open for any BICR Niagara participant to access but is not limited to short term involvement. Currently an average of 16 participants are involved with this component of the program.
- The Art Exposition took place in August 2014 at Mahtay Café. Eight participants showcased their work. The actual event hosted over 100 people including participants, family members and friends. One of the artists along with his son performed musically to commence the show.
- PET continues to host a “Christmas Craft Sale”. PET participants make a number of craft items during the year. These items are sold and the monies are used to offset the cost of outings and programs offered throughout the year.
- The Good Food Box is a local project serving Niagara residents. The purpose of the program is to provide individuals with fresh fruit and vegetables at a low cost. PET is a host site for the Good Food Box. PET participants have an opportunity to be a part of this project by providing administrative work, collecting monies, providing customer service and receiving orders. Currently four participants have an ongoing role with this project.

STATISTICS

The number of individuals attending PET has fluctuated between 22 and 26 participants during this report period. The total participant numbers includes 10-11 MOD participants and between 12-15 BICR Niagara participants. In addition an average of 16 participants attend the long term music therapy program. The majority of the participants attend PET on an ongoing long term basis throughout the year.

Participant numbers vary from day to day. Mondays; 5 participants attend, Tuesdays; 6 participants attend, Wednesdays, Thursdays and Fridays; 8 participants attend PET. In addition to these numbers a great number of other BICR Niagara participants attend programming. These numbers are included in the Recreational Department Statistics.

Participation in the PET program is based on participant need or interest in the activities offered. The wait time for the program ranges from immediate to two months. This is due to the nature of the request, transportation challenges and how one fits in the program. At the time of this report there were no BICR Niagara participants on the wait list. Attendance varies for each person from ½ day to 4 ½ days per week. The average MOD participant attends PET 1 ½ days per week. The average BICR Niagara participant attends the program 1 ½ days per week as well.

TRENDS & OPPORTUNITIES

The PET department continues to offer short term group initiatives while maintaining our traditional day programming services. By offering short term group initiatives a greater number of participants have an opportunity to take part in groups on their choosing. Some programs are offered within a 12 week block such as Tai Chi or Independent Living Cooking programs. Others are on-going programs that run throughout the year such as Music Expressions or Pet therapy. These short term programs offer a wide range of opportunities to the greater BICR participant population and are an excellent way to service new BICR participants.

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
PERSONAL EFFECTIVENESS TRAINING ANNUAL REPORT
2014-2015

A new trend and opportunity that the PET department will be targeting is the expansion of services geared to individuals with ABIs seeking independent living skills. Our goal is to offer one day of service per week to this growing population base with activities and groups focused on developing their level of independence. PET will be surveying BICR Niagara participants to determine topics of interest.

Due to interest and ongoing positive feedback from participants and family members, PET is looking forward to hosting a second Art Exposition. Details regarding this Art Exposition will follow in later months.

GILLIAN PAGNOTTA
PERSONAL EFFECTIVENESS TRAINING COORDINATOR

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
RECREATION SERVICES ANNUAL REPORT
2014-2015

GENERAL OVERVIEW

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

ONGOING GROUPS / DROP IN EVENTS

DROP IN PROGRAMS	PARTICIPANTS SERVED (averages)
Bowling at Parkway Lanes	9
Men's Group	13
Fun in the Sun	6
Women's Group	9
Wacky Wednesday	16
REGISTRATION PROGRAMS COMMUNITY BASED	PARTICIPANTS SERVED (averages)
Whispering Pines	7
WRAP Mondays	5
WRAP Fridays	6
Horticulture Therapy Tuesdays	5
Horticulture Therapy Thursdays	6
Lunch Club Niagara Falls	4
Wood Working	7
REGISTRATION PROGRAMS CENTRE BASED	PARTICIPANTS SERVED (averages)
Jewelry Making	4
Independent Living Skills – Fresh & Healthy Cooking	5
Stucco Abstract Art Workshop	7
Drumming with Erin	11
Escape Art	16
Music with Phil, Rick and Friends	17
Music Expressions	15
Music Trivia	14
Tai Chi	11
Cooking Take Home Meals	6 (actual)
Yoga – Floor and Mat	35 (actual)
Pet Therapy	13
Art Expo	9
SUBI	4
TRIPS	PARTICIPANTS SERVED (averages)
Geneva Park August 2014 (Residential)	8
Geneva Park August 2014 (COSS & Modular)	11
SEASONAL	PARTICIPANTS SERVED (averages)
Baseball Tournament	26 participants & 25 students, staff, volunteers, family
Canoeing x 14 weeks	6
COSS & Modular Services Christmas Party	60 participants & 63 family, staff
BICR Bowl-a-thon	27
Halloween Dance October 2014	67
Spring Fling Dance April 2015	49

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
RECREATION SERVICES ANNUAL REPORT
2014-2015

CALENDAR OUTINGS	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	TOTAL
# OF EVENTS	8	8	7	8	7	8	8	8	8	8	7	8	93
# ATTENDED	137	90	73	96	57	97	144	79	88	91	59	81	1092

PROGRAM HIGHLIGHTS

- All ongoing groups and activities offered by the Recreation Department continued to maintain maximum numbers.
- The pre-planning for a Mexico trip for 2016.
- Successful co-facilitation of Wacky Wednesday in coordination with the PET program.
- The start of a new Wood Working group in partnership with Heartland Forest facilitated by residential services.
- BICR continues to foster a successful partnership with the School of Horticulture for the WRAP program.
- The continuation of ongoing contact with residential recreation representatives, and each residential site facilitating one recreation event each month.
- Continued success of seasonal recreation activities that include the Bowl-a-thon, Baseball Tournament and canoeing.
- 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.
VOCATIONAL SERVICES ANNUAL REPORT
2014-2015

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. With the use of individualized case planning and job coaching support the participants can explore new opportunities and ventures.

STATISTICS

The information below provides an overview of the Vocational Departments for April 2014 to March 2015.

- Active participants fluctuated between 24–39
- The waitlist ranged between 2 - 7
- Jobs secured in competitive employment ranged from 7-10
- Jobs secured in seasonal employment ranged from 12-15
- Positions secured in volunteer sectors ranged from 9- 13
- Assistance with return to school ranged from 2-4
- Participants needing assistance with job searching ranged from 1-7

HIGHLIGHTS/INVOLVEMENT

It was a very exciting but challenging year for the Vocational Department. There was a staff change in early spring along with the purchase of Cemetery Gardening Angels. Both of these resulted in a year of learning, challenges and building. The season for Cemetery Gardening Angels started with a wet cold spring which resulted in a struggle to get the plots ready for planting. It took many long hard hours, with assistance of many volunteers, office support and our participants to make it a very successful year. Both Niagara Falls cemeteries joined our list of cities that we provide services for, adding an additional 25 plots to manage for the 2014 season. With these additional plots it was necessary to hire another participant, increasing the number of participants working part-time at Cemetery Gardening Angels to a total of 9.

The partnership with Salvation Army continued and also expanded in the 2014 season. BICR participants were hired for the St Catharines and Niagara Falls locations as per the prior season but we were also asked to job coach and support additional participants in Fort Erie and Beamsville.

The Vocational Department continues to develop on-going community partners throughout Niagara. These partnerships include March of Dimes, BIAN, Niagara College, Brock University, Salvation Army, Goodwill, YMCA and the Cancer Society. These partnerships assist many of our participants with employment, meaningful employment and continuing education.

The Vocational Department continues to keep Martindale Rd litter free with a seasonal clean ups through the Adopt-A-Road Program.

OBJECTIVES FOR THE UPCOMING YEAR

The Vocational Department will continue to build a foundation that focuses on pre-employment initiatives, provide opportunities to build skills and motivate and engage our participants to identify their vocational goals.

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
VOCATIONAL SERVICES ANNUAL REPORT
2014-2015

Through continues efforts to build partnerships, grow our business and create individualized support plans, we will provide support to each participant enabling them to increase and maintain success in their lives.

TINA HORTON
VOCATIONAL COORDINATOR

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
LONG TERM CASE MANAGEMENT ANNUAL REPORT
2014-2015

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 2014-MARCH 2015

CASELOAD APRIL 2014	ADMISSIONS	DISCHARGES / FILE CLOSURES	TRANSFERS	CASELOAD MARCH 2015	WAITLIST MARCH 2015
34 participants	2	1	1	32	1
	2 COSS	2 COSS 1 Applicant	1 Case Mgmt.		

The above statistical information provides an overview of the Long Term Case Facilitators caseload from April 2014 to March 2015. This writer started the fiscal year with 34 participants and ended with 32 participants. One individual remains on the waitlist.

REFERRALS/ADMISSIONS

Two referrals were received from Community Outreach Support Services. Both participants felt that continued support in responding to periodic requests would be beneficial.

AREAS OF SUPPORT

The writer provided assistance in the following areas: psychosocial support, problem solving, addressing participant housing concerns, conflict resolution, information sharing, advocacy, education on falls, flu and bed bug prevention, compensatory strategies, comprehension of correspondence and form completion, assisting individuals to access internal and community resources, including coordination of care with other health care providers, attendance at medical appointments to ensure continuity of care and medical follow through. The Long-term Case Facilitator provides support to the participants' caregivers offering guidance, support and encouragement and providing information on community resources. In addition, support was provided to participants in crisis situations; a crisis is defined as any significant internal or external environmental change that overwhelms the participant and exceeds their ability to cope (24 crises were tracked during the aforementioned fiscal year).

TRANSFERS

There was one transfer from the Long-term Case Facilitator to Case Management during this fiscal year.

DISCHARGES

Three participants were discharged from April 2014 to March 2015. One of these participants moved out of the catchment area and the other two no longer required support from the agency.

SPECIAL PROJECTS

- Participation in the Emergency Response Outbreak Committee (EROC) continued through the 2014-2015 fiscal year.
- The Transition /Discharge Survey were completed with participants who were being transferred /discharged from Comprehensive and Modular Services. Twenty-seven surveys were completed by the end of the fiscal year.

DONNA RIX
LONG TERM CASE FACILITATOR

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
COMMUNITY OUTREACH SUPPORT SERVICES ANNUAL REPORT
2014-2015

GENERAL OVERVIEW

The Outreach department continues to provide variable support to approximately 120 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, 11 Case Facilitators and 11 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. The Coordinator and Group Facilitator of the Personal Effectiveness Training day program (in partnership with MOD), as well as the Long Term Case Facilitator, also report to this manager and have submitted annual reports on their respective departments. Please refer to these reports for further information.

PROGRAM INITIATIVES & HIGHLIGHTS

- The Outreach program facilitates two summer programs that meet the needs of BICR Participants. The Horticulture program is a partnership with NTEC, running twice a week from May until October and the Fun in the Sun Program is a weekly program taking place at Lakeside Park in Port Dalhousie. This program runs from May until September.
- 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 participated 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.
- 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 French Language Services Committee meets approximately every 3 months. This committee comprises of 3 French speaking staff, a manager, and HR Coordinator. One of the French speaking staff is participating in the Francophone Interagency committee and is also participating on a subcommittee to develop an action plan and strategy addressing the needs pertaining to the health sector and the aged francophone sector.
- In the area of falls prevention, the committee has requested that all Risk of Falls Assessments that were completed prior to 2011 be renewed by all RB designated in comprehensive services. The committee is also developing guidelines/policies regarding timelines for the completion of Risk of Falls assessments and Falls Assessment Plans for comprehensive services (residential and COSS) for new admissions.

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
COMMUNITY OUTREACH SUPPORT SERVICES ANNUAL REPORT
2014-2015

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. To assist with this we held a Breakaway day for all COSS staff to get together and identify what we do well and areas we can improve upon. It was a very productive day and I look forward to implementing some of the suggestions such as more team meetings, communication books for the larger teams, etc.
- The FLS (French Language Services) committee continues to focus on updating the French area of the BICR website and is committed to increasing BICR's ability to provide ABI services to the Niagara Francophone population. A French speaking staff member is assisting with some small translations and we are actively trying to recruit bilingual staff and volunteers.
- Continue to promote professional development by encouraging staff to participate in various community workshops, conferences, training sessions, etc.
- There have been a higher number of referrals to COSS presenting with milder brain injuries and dual diagnosis. Often it is challenging to define support needs. Continue supporting staff in identifying and reaching both short term and long term goals with their participants.
- The strategic direction of Participant Safety continues to be reviewed with managers, Christine Williams and Heather Olszewski.

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
2014-2015

GENERAL OVERVIEW

This report covers the period from April 1, 2014 to March 31, 2015. 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 50 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.

During this reporting period, there was an organizational strategy that involved the reassignment of the Residential Program Managers. There were also adjustments to the on-call process giving all staff an opportunity to sign up to be called in for weekends. The adjustments continued as several frontline staff were reassigned to work in a different program effective April 2015. As part of this organizational change, a full time Rehabilitation Counselor position was created where the staff is being shared between Richardson Court and the Buckley program.

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, and establishing routines consistent of productive activities with frequent community involvement. The residential program continues to embrace participant changes relating to aspects of aging and health support. There continues to be coordination with Community Care Assess Centre for occupational services, physical therapy support and for the facilitation of transitions and referrals to Long Term Care Facilities.

The residential team continues to be committed to the agency's strategic directions with a focus on creating an overall culture of safety. We collaborate with participants to ensure that they are working to reach their goals in a safe environment. A safe eating plan was designed as a result of the Errors of Omissions process on the topic of Choking.

During this fiscal year, the agency has moved to the use of teaching scripts instead of lengthy behavioural review plans. The teaching script is a guide that describes how we support a participant in a way that promotes constructive skills and behaviours. There are several participants in Residential Services who have written teaching scripts in place.

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 2014-2015

GENERAL OVERVIEW

Buckley Towers program is based in Niagara Falls and provides six 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 staff augment the full time hours and work evening 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

- Currently we have six participants involved in the Buckley program.
- A transition occurred within the Buckley program in February 2015 where a participant was accepted into an apartment through NRH in St. Catharines. This participant is now involved with COSS. For various reasons, the program vacancy was difficult to fill internally and the apartment was transferred back to Niagara Regional Housing.
- The Buckley program has worked very closely with Niagara Regional Housing and the new NRH Administrator to make sure all of our apartments have been kept up to standards. Regular inspections were completed along with the monitoring of individual apartments. One of the apartments was updated (this included a fresh coat of paint, new baseboards and a professional clean).
- Several participants continue to participate in consistent workouts at the YMCA-Niagara Falls Branch. The ongoing partnership between BIAN and the YMCA makes this possible for a low membership cost of \$35 per person per year.
- One of the challenges the program experiences continues to centre on 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 and CCAC at the Buckley site for short-term PSW support following any participant health status changes. This has worked very well.
- 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 weekly breakfast event, foot care, blood pressure readings, BINGO, holiday festivities, movie nights and other social activities. Many of the Buckley participants participate in these programs on a regular basis.
- Participants continue their involvement in agency programs including Men's group, WRAP, bowling, YOGA, SUBI group, PET and other recreational activities. In June 2014, the Buckley group enjoyed a day at Canada's Wonderland.

**BUCKLEY TOWERS ANNUAL REPORT
2014-2015**

- 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 which have extended well beyond the structured activity planned by staff.
- The program is anticipating changes in the new fiscal year. There are some internal organizational changes where the program will be welcoming Beth Neufeld as the new Team Coordinator of the Buckley program.

**MARGO VAN HONSBERGER
PROGRAM MANAGER**

**SHELBY BANAS
TEAM COORDINATOR**

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
PSYCHOLOGY SERVICES ANNUAL REPORT
2014-2015

Psychology Services has one full-time Psychologist, who also serves as BICR's Clinical Director. The Psychologist reports to the Chief Operating Officer. 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), and on-call crisis management support. 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 2014-2015 year, psychological services were provided to 65 unique Participants. There were 11 new referrals and 17 closures. On average, about 40 Participants were active at any one time, with about 30 unique Participants being seen each month. Participant waiting time for service this year was about 5 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. The Clinical Quality Assurance program shows good achievement of clinical goals by Participants (e.g., 78 percent of Participant goals in their Individual Support Plan show at least some significant progress).

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

**SOCIAL WORKER ANNUAL REPORT
2014-2015**

GENERAL OVERVIEW

Over the past year the social work department has been very busy servicing an average of 57 participants and family members per month. The requests for service have been primarily for individual counseling and family education. 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 as well as couples counseling, mental health and addiction issues, acquired brain injury education, learning to cope with change and anger management.

In the upcoming months the Social Worker will be working alongside two other BICR staff to implement and facilitate a new training opportunity for staff focusing on mental health. This will be launched at the end summer 2015 to assist staff in developing and enhancing skills in order to effectively work with participants coping with mental health issues. The social work department also provides informal opportunities for staff to discuss participant issues or concerns as required.

I look forward to continued growth and development within this program over the next year particularly in the area of training and group development for staff and participants.

**TRICIA APOSTOLON
SOCIAL WORKER**

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
PROJECT MANAGER ANNUAL REPORT
2014-2015

The fiscal year began with the duties of the Project Manager expanding to include the overseeing of large building maintenance projects across all agency owned buildings (e.g.: renovation), as well as the heightening of duties in the areas of Privacy Officer and Technology. At the same time, the Scheduling function was moved from the Administration department to Human Resources.

At the Annual General Meeting in June, Melissa Pett, Records Secretary, celebrated 20 years of service. Throughout the year, administration staff worked diligently to support participants and staff and the team welcomed the return of Diana Vintila to replace Jayme Richardson on maternity leave.

BUILDING

This writer was immediately busy in building maintenance at offsite locations as Parkdale Place residence experienced a flooded basement which required a coordinated response. This writer worked with the City of Welland's SWAP (Sewage Water Alleviation Program), restoration companies and insurance to repair and fix the problem, as well as install a new sump pump and backwater valve.

In order to comply with the new Ontario Fire Code requirements that protect vulnerable residents in a Supportive Housing program, the Ministry of Health required BICR to review and report on the costs associated with making enhancements at Richardson Court. The agency submitted these estimations to the MOH and at the end of the fiscal year, was approved to move forward with the project to make Richardson Court in compliance with the Act. To gain additional knowledge in this area, this writer attended OFMEM (Office of the Fire Marshall and Emergency Management) training to gain a better working knowledge of fire safety planning.

In a new partnership venture with the Canadian Mental Health Association, BICR will deliver services at a new site in Niagara Falls. This writer was involved in some of the proposal planning to make this location accessible. It's expected that this project will involve a large retrofit to the building.

Parkdale Place was given a facelift with new paint to the exterior of the home. A new roof was installed at Richardson Court.

STRATEGIC INFORMATION SYSTEM PLANNING (SISP)

BICR continued to be active in technology initiatives. In 2014, this writer was asked to consider and begin planning for the possibility of moving staff from completing administrative tasks at the main office to off-site locations. The SISP goal for the future will be to allow groups of staff to be mobile and work from an agency site, home or in the community. Over the next few years, the agency will strive to create an infrastructure that incorporates all these different types of users.

EQUIPMENT: At the end of the fiscal year, the agency purchased a new file server. The old server was purchased in 2009 and was nearing the end of its life. As well, a new back-up drive was purchased as the agency was close to exceeding the tape capacity of the old system. In the agency's ongoing efforts to maintain current systems, five new computers were purchased to replace old systems and at year end, BICR had an inventory of 74 computer systems.

DOCUSHARE: Originally purchased in 2004, this Xerox software system houses the agency's electronic participant files. The DocuShare server itself was last replaced in 2007 and it's anticipated that it will need to be replaced again soon.

**PROJECT MANAGER ANNUAL REPORT
2014-2015**

In light of this, this writer explored the possibility of migrating the existing DocuShare system to a newer Xerox version or introducing an entirely different solution. In March it was decided to move forward with the development of a web based document management system to replace the current Xerox DocuShare program. The new solution will reside in-house on BICR's network. Documents will be uploaded and managed in this system, where they will be assigned to a participant and classified, with access given to staff responsible for those participants.

VOICEMAIL: In July, BICR was informed by Bell Canada that its Nortel telephone and voicemail system will be discontinued by the manufacturer. A significant cost to replace, BICR has decided to postpone the purchase of a newer system until resources allow or until absolutely necessary. The agency will continue to revisit its options in the future as replacement is inevitable.

OPUS: After a year of implementation, BICR evaluated the effectiveness of this software program by asking staff to complete a feedback questionnaire. Based on staff feedback, the agency decided to discontinue this initiative.

ACCREDITATION CANADA

Early in the fiscal year, BICR partnered with Accreditation Canada's Advisory Services to strengthen BICR's Quality Improvement Plan. Further refinements to the plan were completed throughout the remainder of the year.

The next Accreditation Canada survey visit will be in May 2016. As part of the preparation process, BICR participated in a mid-cycle consultation with Accreditation in May 2014.

In the fall, two instruments were implemented to gather input from staff. 91 staff completed the Patient Safety Culture Tool and 102 staff completed the Worklife Pulse Tool. The agency is required to develop an Action Plan in response to the instrument results and submit the action plan to Accreditation Canada by May 2015. When surveyed, the accreditation surveyors will be looking for specific actions that have been taken and how these activities addressed the concerns.

OBJECTIVES FOR THE UPCOMING YEAR

- Coordinate and prepare for the 2016 Accreditation Canada Survey. Review Standards and complete the Self-Assessment process, responding to flags as required. Participate on the Infection Prevention and Control AC team.
- Liaise with architect and construction firm to implement the required Fire Code upgrades at Richardson Court.
- Assist with the renovations and opening of the new site in Niagara Falls.
- Implement SISP initiatives including the development of a new records management software to replace DocuShare.
- Coordinate and participate in external risk audit.

**HEATHER OLSZEWSKI
PROJECT MANAGER**

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
HUMAN RESOURCES DEPARTMENT ANNUAL REPORT
2014-2015

During the 2014-2015 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 demonstrated it in our day-to-day interactions with employees, volunteers and students through personalized, confidential service.

The HR department itself experienced a small but significant expansion this past year. Firstly, the Scheduler was reassigned to the HR department. Unifying the Human Resources department and the scheduling function has certainly had a beneficial and effective effect on the front line scheduled staff.

Secondly, the department welcomed a new Human Resources Coordinator to the team – Kiersten Hendsbee. Moving forward, Kiersten will primarily oversee the recruitment, hiring and orientation of staff, students and volunteers, organizing internal and external training and education in-services for staff, and coordinating and maintaining an active volunteer database.

HIGHLIGHTS 2014- 2015

RECRUITMENT AND SELECTION

The recruitment function has certainly been the most active HR function this past fiscal year. In addition to the staffing changes in the HR department, the residential and COSS programs saw a significant amount of staffing changes including new hires, resignations, retirements, maternity/parental leaves, promotions to full time positions, appointments to part time positions and several temporary full time contracts and location reassignments. In the latter half of the fiscal year alone, 38% of staff were directly involved in a staffing change. As the agency expands its services in the next fiscal year, the recruitment function will continue to dominate the daily activities of the HR department.

Additionally, the agency maintains an active role in mentoring students from the local college's programs: Social Service Worker (SSW), Educational Assistant-Special Needs Support (EASNS) and Recreational Therapy. Each term, on average the agency places 3 – 10 students in our residential, outreach, PET and Rec therapy programs.

Likewise, the process of recruiting and placing volunteers continues to evolve and transform as a result of changes in the internal and external environment. For example, the agency has experience a significant increase in external unsolicited volunteer applications. When a new volunteer begins the application process, instead of a reactive approach and placing the volunteer into one of the existing requests, it is now more of a proactive approach where the potential supervisors are approached to see where the volunteer's interests, experiences and skills can best be used. This has resulted in many new opportunities for volunteers, while still filling the existing requests.

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 past year 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 allowing a good measure of work-life balance, the agency's effective health & safety initiatives, 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 and benefits program, the desire for more hours (p/t & relief staff) and less paperwork, and staff burnout. Hence, the monthly feedback received from the Food for Thought Luncheons continues to be reviewed by the management team on a regular basis, and we are looking forward to addressing some of the more consistent issues in the near future, as our resources and time will permit.

HEALTH AND SAFETY

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

They continue to promote and facilitate health and safety initiatives, such as hosting an annual influenza vaccination clinic, recognizing the annual NAOSH (National Occupational Safety & Health) week, conducting monthly hand hygiene audits at each location, and diligent tracking employee incidents, accidents, and hazards/near miss.

Furthermore, the agency was ecstatic to report a new agency record for workplace safety. As of June 1, 2014, we had not had any lost time/WSIB reported claims due to a workplace injury or illness for 365 days! We were able to maintain the record for 502 days! As a result, the agency celebrated at each site with a H&S recognition day.

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. Consequently, in some instances, the employee may require a leave of absence followed by a period of on the job accommodation to ensure a safe return to work. In other instances the employee is able to continue working and some accommodation is necessary to ensure the work is performed safely. In both instances, Human Resources works with the employee and the employee's manager to design a modified work program based on the physician's recommendations and then monitors the employee's progress to ensure compliance with the medical precautions. This past fiscal year we successfully assisted (8) employees with job accommodations that resulted in safe return to work outcomes.

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. A main focus this year will be centered on the agency's succession planning, and ensuring we have "the right people, with the right experience and qualifications, in the right place, at the right time".

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Furthermore, advocating for the employee will continue to be a top priority for the HR department, as we balance and support the needs of staff with the goals of each agency program. This requires maintaining an open dialogue with BICR staff, students and volunteers, addressing concerns, and putting action plans into place to rectify issues that ultimately affect the quality of support participants are receiving.

Additionally, we will continue to monitor and review our processes, and benchmark these against like agencies in the region, in order to improve and adjust our practices where possible. While we acknowledge that there will be obstacles and challenges along the way, we are hopeful there will be a positive return on investment.

ERICA LAPLANTE
HUMAN RESOURCES MANAGER

KIERSTEN HENSBEE
HUMAN RESOURCES COORDINATOR

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Another year has passed and it's that time again to reflect on agency activities that transpired over the past 12 months. One of the most significant changes during the year includes the purchase of the Cemetery Gardening Angels business. In addition, reinvestment in technology, committee work, increases to funding, as well as changes required to operationalize the Strategic Directions kept the momentum moving forward.

In May 2014, BICR became the owner of Cemetery Gardening Angels. This business employed 12 employees and serviced over 200 graves in its first season of operation. Next year, we expect this venture to continue to meet current demand and also grow and service more grave sites.

Upgrades and improvements to technology continued to be of greatest importance in supporting front line and administrative staff. With over 70 computer systems, 6 servers, a variety of software applications and cloud computing options, substantial reinvestment is required just to replace the old and/or out of date equipment. Again, this past year, several older systems were replaced as well as one server. Plans have been put into place to replace our electronic records storage system within the next year since the existing software will no longer be supported by the supplier.

The writer maintained involvement with the LHIN 4 CSS Network (LHIN4 Community Support Service Network). Our current focus is to develop a LHIN wide set of common indicators related to quality that can be used by all community service agencies in LHIN4 for future benchmarking exercises. Dr. Madelyn Law of Brock University is guiding us through this fundamental exercise.

While the Province of Ontario announced Personal Support Worker/Personal Support Service funding in the early part of 2014, BICR was unable to initially accept this based on the original criteria without breaching the Employment Standards Act (equal pay for equal work) at some of the residential sites. As one of the many community agencies in the province that receives funding from both the LHIN and the Ministry of Health's Ministry Managed Programs (MMP), negotiations started to ensure a fair and equitable pay out before accepting these funds. As of mid-March, an agreement was reached so that these funds will be received and paid out by mid-May 2015 retroactive to April 1, 2014.

In addition, we have received approval for annualized funding from the Ministry of Health's, Ministry Managed Program (MMP) to open a seven bed residence in Niagara Falls in partnership with the Canadian Mental Health Association. At the time of writing, work has already started to ensure that this building is accessible. Operations are expected to commence in the summer of 2015.

The Ministry of Health out of Toronto has approved funds to ensure that the Richardson Court residential site meets the new fire code. Although the code does not fully come into effect until 2020, we are proud to report that this work will be completed within the next couple of years to ensure the safety of participants, staff and visiting families.

Delta Bingo operations were halted during the summer of 2014 due to some internal management issues at the bingo hall. These issues have now been rectified and, with the new e-bingo gaming that commenced in the latter half of March 2015, this will continue to provide an additional income stream to support additional participant related needs.

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Activity related to implementing the Strategic Direction - 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.) continued during the year. While three senior staff are the main drivers to move this direction forward, the writer was specifically involved in the following activities during the year:

EXPLOIT INFORMATION TECHNOLOGY

- BICR has been testing the ability to process staff expense forms electronically with payroll. At this time, all tests have been seamless and we expect to be fully operational by June 2015.
- Additional resources have been made available to acquire a few additional computer systems, a new document storage solution and network to support this new application.

IMPROVED FISCAL RESPONSIBILITY

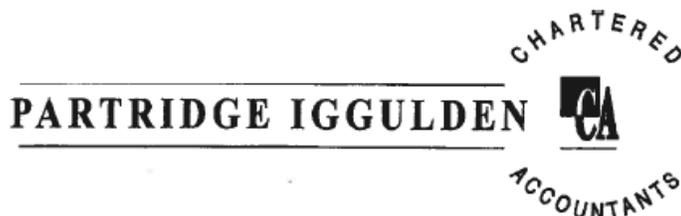
- Internal Financial Reports are currently under review. It is expected that these will provide more meaningful information to management staff over the coming fiscal period.
- Additional information related to travel costs has been provided in a number of ways throughout the year in order to increase the awareness of staff regarding annual agency costs. We will continue to provide education to increase awareness. In addition, reviewing controls and identifying unnecessary discretionary expenses will continue to be a focus.
- Many administrative costs are now being allocated at the end of each month as per a more recent LHIN directive. In the future, these will be allocated only for quarterly and end of year reporting to the Board of Directors and LHIN since allocations cloud actual direct amounts that Managers do not have control over.

INCREASE QUALITY ASSURANCE AND REVIEW & UPDATE THE QUALITY PLAN

- The final results for the revised Quality Plan (2014-2015) have been populated in the Targets and Initiatives Worksheet.
- A few changes have been made to the plan for the upcoming (2015-2016) year and include a new section on Information Management as well as the clarification of one indicator and the addition of another on the Targets and Initiatives Worksheet.

While work will continue in many of the above noted areas, preliminary work has also started in anticipation of the 2016 Accreditation Canada review. Much appreciation is extended to Jamie Bird and Sue Keus 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

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

INDEPENDENT AUDITOR'S REPORT

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

We have audited the accompanying financial statements of Brain Injury Community Re-Entry (Niagara) Inc. which comprise the statement of financial position as at March 31, 2015, the statements of revenue and expenses, accumulated surplus and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

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

Auditor's Responsibility

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

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

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

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

Basis for Qualified Opinion

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

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

Qualified Opinion

In our opinion, except for the possible effects of the matters described in the Basis for Qualified Opinion paragraphs, the financial statements present fairly, in all material respects, the financial position of Brain Injury Community Re-Entry (Niagara) Inc. as at March 31, 2015 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 10, 2015

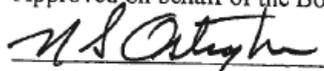


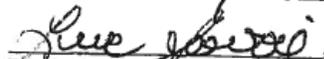
PARTRIDGE IGGULDEN LLP
Chartered Professional Accountants
Licensed Public Accountants

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.**STATEMENT OF FINANCIAL POSITION****MARCH 31, 2015**

	<u>2015</u>	<u>2014</u>
<u>ASSETS</u>		
CURRENT ASSETS		
Cash	\$ 772,472	\$ 217,914
Cash - Funds held for residents	18,239	23,725
Accounts receivable (Note 3)	233,313	72,240
Prepaid expenses	<u>21,158</u>	<u>21,869</u>
	<u>1,045,182</u>	<u>335,748</u>
RESTRICTED CASH		
Richardson Court Facility Reserve (Note 4)	107,950	67,111
Reserve Fund (Note 5)	<u>669,639</u>	<u>642,928</u>
	<u>777,589</u>	<u>710,039</u>
FIXED ASSETS (Note 6)	980,431	1,005,886
GOODWILL (Note 7)	<u>85,577</u>	<u>-</u>
	<u>\$ 2,888,779</u>	<u>\$ 2,051,673</u>
<u>LIABILITIES</u>		
CURRENT LIABILITIES		
Accounts payable and accrued charges (Note 9)	\$ 678,286	\$ 346,573
Subsidy payable	383,282	76
Liability for resident funds	18,239	23,725
Current portion of long-term debt (Note 10)	<u>364,754</u>	<u>22,600</u>
	1,444,561	392,974
LONG-TERM DEBT (Note 10)	239,721	549,462
COMMITMENTS (Note 11)		
	<u>1,684,282</u>	<u>942,436</u>
<u>NET ASSETS</u>		
UNRESTRICTED ACCUMULATED SURPLUS		
PROMENADE RICHELIEU	380,099	380,099
EXTERNALLY RESTRICTED - RICHARDSON COURT		
FACILITY RESERVE (Note 4)	107,950	67,111
INTERNALLY RESTRICTED - RESERVE FUND (Note 5)	<u>716,448</u>	<u>662,027</u>
	<u>1,204,497</u>	<u>1,109,237</u>
	<u>\$ 2,888,779</u>	<u>\$ 2,051,673</u>

Approved on behalf of the Board:

 Director

 Director
St. Catharines, Ontario

June 10, 2015

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.

STATEMENT OF REVENUE AND EXPENSES

YEAR ENDED MARCH 31, 2015

	<u>2015</u>		<u>2014</u>	
REVENUE				
Ministry of Health	\$ 5,704,658	90.5 %	\$ 5,017,527	88.8 %
Ministry of Health - Richardson Court Facility	69,227	1.1	66,916	1.2
Ministry of Health - Funding flow through	40,311	0.6	36,300	0.6
Fee for service	419,489	6.6	449,304	8.0
Rental income	72,324	1.1	70,899	1.3
S.E.E.D. grants	8,209	0.1	4,970	0.1
	<u>6,314,218</u>	<u>100.0</u>	<u>5,645,916</u>	<u>100.0</u>
EXPENSES				
Building and grounds				
Amortization	22,588	0.4	27,960	0.4
Occupancy costs	172,414	2.7	167,814	3.0
Interest on long-term debt	22,846	0.4	23,691	0.4
Utilities	53,337	0.8	44,987	0.8
Building maintenance	108,736	1.7	90,471	1.6
Contracted out	28,743	0.5	35,179	0.6
Employee benefits	596,039	9.4	601,795	10.7
Equipment	44,376	0.7	13,706	0.2
Insurance	48,032	0.8	44,694	0.8
Office and general expenses	93,314	1.5	83,201	1.5
One time retrofit expenses	30,000	0.5	-	-
Participant costs	121,605	1.9	115,021	2.0
Professional fees	16,056	0.3	20,566	0.4
Telephone	40,177	0.6	42,840	0.8
Training	20,831	0.3	31,228	0.6
Transfer to facility Reserve Fund	1,593	-	1,593	-
Travel	154,615	2.4	166,345	2.9
Wages	<u>4,432,378</u>	<u>70.2</u>	<u>4,261,505</u>	<u>75.5</u>
	6,007,680	95.1	5,772,596	102.2
Expense recoveries	<u>(112,697)</u>	<u>(1.8)</u>	<u>(111,936)</u>	<u>(2.0)</u>
	<u>5,894,983</u>	<u>93.3</u>	<u>5,660,660</u>	<u>100.2</u>
OPERATING SURPLUS (DEFICIT)	419,235	6.7	(14,744)	(0.2)
MINISTRY OF HEALTH FUNDING REPAYABLE	<u>(383,206)</u>	<u>(6.1)</u>	<u>-</u>	<u>-</u>
NET OPERATING SURPLUS (DEFICIT)	<u>\$ 36,029</u>	<u>0.6 %</u>	<u>\$ (14,744)</u>	<u>(0.2)%</u>

**DONATIONS AND SPONSORSHIP
2014-2015**

DONATIONS AND SPONSORSHIPS 2014-2015		DONATIONS IN MEMORY
Beatties Basics	Marlin Travel	Robert Nigh
Bestway Bedding	Meridian Credit Union	Jeffery Vaughan
Brian Cullen Motors	Micro Tech Niagara Inc.	Angelo Galante
Canadian Customs Consulting Inc.	Minuteman Press	Alice Elizabeth Beazley
Canada's Pro Plumbing & Rooter Inc.	Mountainview Properties	
David Shapiro Barrister & Solicitor	Niagara Supplies	
Designs by Santy Inc.	Partridge Iggulden Inc.	
Diana Marshall	Patricia Fryer Associates Inc.	
Dr. John Davis	Physiotherapy at Home	
Durward Jones Barkwell & Co.	Rainbow Painting & Decorating	
FIRE Incorporated	Royal LePage	
Frank's Feather and Fin Ltd.	Star Collision	
Graves, Richard, Harris LLP	Super 8 Hotel	
Highland Trail Lodge	Thorold Foodland	
IPv4 Market Group	Tom Kazda	
James Wilder	Transportation Safety Training	
Lancaster, Brooks & Welch	Walker Industries Holdings	
Lions Club of Merriton	Youngs Insurance	
Luc Savoie		

We would also like to recognize the many individuals who have contributed to our agency during the 2014-2015 fiscal year. A special thank you to all!