

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.



**ANNUAL REPORT
2022 - 2023**

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

The organization was founded in 1988 by a group of concerned parents and professionals who felt that specialized services were needed in the region. Our 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

2022 - 2023

As BICR President, this is my last Annual Report. I have retired due to my age, 88, and Doug Kane has taken over as of June 2023. I have been President since 2003 and a Board of Director since 1988 and I must say it has been a pleasure being both. I will stay on as a Director as long as my health allows. As some are aware, I am the last of three founders and have a lifetime membership.

I am very proud of BICR for all of the support it has given to participants. We started with three and now we are serving over 330 participants. This is proof of the success of BICR. Keep up the excellent service and enjoy your summer and stay safe.

NICK OSTRYHON

PRESIDENT

RAPPORT ANNUEL DU PRÉSIDENT

2022 - 2023

Je vous présente mon dernier rapport annuel à titre de président du conseil d'administration de BICR, car je prends ma retraite à l'âge de 88 ans. Doug Kane prend la relève en juin 2023. Je suis président depuis 2003 et membre du conseil d'administration depuis 1988. Ce fut un plaisir d'assumer ces fonctions. Je resterai administrateur tant que mon état de santé me le permettra. Comme vous le savez peut-être, je suis le dernier des trois fondateurs et je suis membre de l'organisme à vie.

Je suis très fier du soutien accordé par BICR à tous les participants. À nos débuts, nous avions trois participants; nous en avons maintenant plus de 330, ce qui témoigne de la réussite de BICR. Continuez votre excellent travail, profitez bien de l'été et restez en sécurité.

NICK OSTRYHON

LE PRÉSIDENT DU CONSEIL D'ADMINISTRATION

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
CHIEF EXECUTIVE OFFICER'S ANNUAL REPORT
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It is hard to believe another year has come and gone, the light at the end of the pandemic seems very real now. I am so pleased that many of our leisure programs are opening and that masking has been eased in many locations with the exception of personal care. The organization will continue to monitor trends and any outbreaks to be vigilant in keeping participants, families, and staff safe.

This year we had our Community and Staff Open Space session and thank you for all who participated in making these events a great success.

The Community Open Space results for our Strategic Direction are:

- Ageing in the Community
- Learning & Leisure Opportunities
- Affordable Housing
- Participant Safety

From the Staff Open Space priorities are:

- Benefit Allocation
- Wages
- Dress Code

The year has been very productive with being able to secure the wage enhancement from the Ministry of Health to be permanent and many other projects for example, revising the Participant Handbook with feedback from staff, participants and families. The continued support of our exceptional Board of Directors is always something that BICR can be relied upon, their efforts and commitment is crucial to our success. BICR has staff and management representatives on the Ontario Health Teams and are working to make health care in Niagara seamless and improved.

In closing, I would like to acknowledge all the hard work Nick Ostryhon has done since the beginning of our organization and for his 25 years of service as President of the Board. Nick is stepping down this year as President, but will continue to be a regular member of our Board. We are not saying goodbye but rather continuing with different responsibilities. Thank you to Doug Kane for agreeing to become our new President. I want to thank everyone, especially the Board of Directors, the Management team and all the staff for continuing to make BICR a special place to work and providing unparalleled services to our participants and families.

FRANK GRECO
CHIEF EXECUTIVE OFFICER

J'ai peine à croire qu'une autre année s'est écoulée et que la fin de la pandémie est bel et bien en vue. Je suis ravi que nous puissions reprendre un grand nombre de nos programmes récréatifs et que l'exigence de porter un masque ait été levée dans bien des endroits, à l'exception des soins personnels. Notre organisme continuera de suivre l'évolution de la situation et restera à l'affût de toute éclosion afin d'assurer la sécurité des participants, des familles et du personnel.

Je tiens à remercier tous les membres de la communauté et du personnel qui ont participé à nos forums ouverts cette année, qui ont connu un franc succès.

Les priorités définies lors du forum ouvert pour les membres de la communauté en lien avec notre orientation stratégique sont les suivantes :

- Vieillir dans la communauté
- Possibilités d'apprentissage et de loisirs
- Logements abordables
- Sécurité des participants

Les priorités définies lors du forum ouvert pour les membres du personnel sont les suivantes :

- Avantages sociaux
- Salaires
- Code vestimentaire

L'année a été très productive : nous avons pu rendre permanente l'augmentation de salaire consentie par le ministère de la Santé et réaliser plusieurs autres projets, notamment la mise à jour du guide des participants en fonction des commentaires du personnel, des participants et des familles. Comme toujours, BICR a pu compter sur le soutien des membres remarquables de son conseil d'administration. Les efforts qu'ils déploient et leur engagement sont essentiels à notre réussite. Des représentants du personnel et des cadres de BICR font partie de l'équipe Santé Ontario et travaillent à l'intégration et à l'amélioration des soins de santé dans la région de Niagara.

En terminant, je tiens à souligner l'excellent travail accompli par Nick Ostryhon depuis la création de notre organisme et ses 25 années de service à titre de président du conseil d'administration. Nick quitte ce poste cette année, mais demeurera membre en titre du conseil. Il ne quitte pas l'organisme; il assumera d'autres responsabilités. Je remercie Doug Kane d'avoir accepté le poste de président du conseil. Je remercie également le conseil d'administration, l'équipe de direction et tous les membres du personnel, qui continuent de faire de BICR un endroit remarquable où travailler et qui fournissent des services de qualité exceptionnelle aux participants et aux familles.

FRANK GRECO

LE DIRECTEUR GÉNÉRAL

GENERAL OVERVIEW

The 2022-2023 fiscal year brought the return of in-person intakes. Although there were still a number of COVID-19 protocols that needed to be maintained, both within the agency and the community at large, the vast majority of intakes were completed in-person.

This fiscal year, the Intake Department received approximately 150 referrals. This is an increase of 25% over last fiscal years 120 referrals. This includes self-referrals, family referrals and referrals from community agencies as well as family doctors in the community. The Intake Coordinator's primary responsibilities are to support applicants and their families in the application process by responding to all referrals and requests for information. This year there were over 230 calls for information. Part of the intake process includes identifying service needs and assessing an applicant's current status and community supports. This position also involves the Intake Coordinator managing and reviewing waitlists for each program within the agency. Throughout the year, BICR continues to have a waitlist for most programming at the Intake level. The average wait-time for services ranged from 30-90 days.

HIGHLIGHTS

The Intake Coordinator continues to be a member of several internal committees including the Admissions Committee and the Participant Safety Steering Committee. The Intake Coordinator is responsible for coordinating and facilitating Admissions meetings each month. The purpose of this meeting is to discuss each applicant that has applied for services and review eligibility criteria. It also provides an opportunity to discuss updates in other areas of programming throughout the agency.

With the reduction in COVID-19 protocols, the Intake Coordinator continues to have several requests to attend Long Term Care Facilities, Niagara Health System and Shaver Rehabilitation to provide education to staff regarding support services for individuals with a diagnosis of an ABI. An important part of the Intake Coordinators role is to foster strong partnerships with community agencies in order to facilitate referrals. Strong partnerships with the Niagara Health System, Community Shelters (Southridge, Salvation Army), Hamilton Health Sciences and Hotel Dieu Shaver are examples of community agencies that provide a large number of referrals to BICR. The goal of strengthening these relationships is to ensure that BICR supports the integration of care once someone is discharged from in-patient services and returns to the community.

The Intake Coordinator has recently assumed the role of Co-Chair for the local Human Services Justice Coordinating Committee (HSJCC) and is a member of the Mental Health and Addiction Complex Care Resolution Table. The Intake Coordinator also sits on the HHAP Exits from Justice to Homelessness Committee as well. These meetings provide an opportunity to discuss and explore support service options for those that continue to decompensate in the community and continue to be at risk. The Intake Coordinator is also a member of the NOHT-ESON Sub-Committee on Integrated Care.

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INTAKE DEPARTMENT ANNUAL REPORT
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With the assistance of the Administration Department, the Intake Coordinator has sent out letters and brief functional assessments to all those who reside on the Residential or Supported Living waitlists. The goal is to ensure the waitlists are an accurate representation of who is waiting and to ensure personal information is up to date.

INTAKE STATISTICS

Number of calls during fiscal year 2022-2023		Number of referrals based on gender	
Referrals for Service	Request for Info about Programs & Services	Male	Female
150	232	99	51

CHALLENGES AND TRENDS

Over the last several years, there has been a marked increase in the number of individuals applying for services with co-existing mental health and/or addiction struggles. In addition to more complex diagnosis such as ABI/mental health/addictions, there has also been an influx of people applying for services who are unhoused or living rough. Often the referral will come from a local shelter or hospital, but the applicant leaves or is discharged before the intake can be booked. There are a number of issues that make this population difficult to serve including a lack of address and/or working cellphone, incomplete or non-existent medical information and at times a mistrust medical and social services. In an attempt to overcome some of these barriers, the Intake Coordinator has been able to offer used phones to people who have a SIM card or phone plan, but have a damaged or unusable phone. The Intake Coordinator also maintains relationships with several of the shelters and outreach programs who are already assisting this population, so that when they return to a point of access, staff can assist them with contacting BICR to set up an intake or meet with one of the Case Managers. Unfortunately, there is no immediate solution to this program, but BICR will continue to “meet people where they are” in the hopes they will engage in services to improve their current situation.

KELLY STACK
INTAKE COORDINATOR

MODULAR SERVICES ANNUAL REPORT
2022 - 2023

INTRODUCTION / GENERAL OVERVIEW

This past fiscal year we have seen things continue to move in a positive direction as shown by our services taking place closer and closer to pre-pandemic levels. Looking ahead we want to maintain and capitalize on the encouraging momentum and energy. It's been refreshing getting back to providing in person support to our participants. Established relationships and partnerships have been nurtured and fostered with participants and families, and community partners.

The Modular Services Manager continues to oversee the following programs: Case Management, Vocational Services, Therapeutic Recreation Services, and the St. Paul Transitional Living Program. All of our services have been able to shift back to in person support. Our group is providing service to our participants effectively and in line with the agency's mission statement and philosophy. Here are some notable highlights from the past year:

- The Learning and Leisure Guide was reintroduced for the first time since the pandemic began.
- The RAI-CHA committee continues to trial the new AcuteNet software to complete assessments with participants.
- The Vocational Department had a successful summer operating Cemetery Gardening Angels with participants.
- The St. Paul Transitional Program assisted three participants with reintegrating back into the community.

We are looking forward to the year ahead to continue to make a difference for individuals and families living with the effects of an acquired brain injury. Please review the following reports for a more detailed summary of the year's activities from each department.

BRANDON PEARSON
PROGRAM MANAGER

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
CASE MANAGEMENT PROGRAM ANNUAL REPORT
2022 - 2023

GENERAL OVERVIEW

Case Coordinators are the initial point of contact once an applicant is eligible for services determined by the Admissions Committee. Case Management is a time-limited service that provides initial service coordination with individuals. Case Coordinators assess participant needs, assist with short-term goal setting, and service planning. In addition, Coordinators assist participant access to other community resources, advocate, and make referrals for other services. Many applicants request a variety of BICR services such as Recreational, Vocational, Social Work, and Psychology. Ongoing assessment determines if further internal and/or external referrals need to be completed. For example, a submitted referral for COSS when a participant requires additional support within their home to achieve their goals. External referrals could include applications to Niagara Regional Housing (NRH), Housing Help Trustee Program, and Home and Community Care Support Services (HCCSS). Case Coordinators regularly consult with the agency's Psychologist and Social Worker.

STATISTICS

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

TOTAL FILES ADMITTED	FILE CLOSURES / DISCHARGES	TRANSFERS TO OTHER BICR PROGRAMS
49	27	22

Closures and discharges are files that are no longer open at BICR. File closures are due to no contact with applicant, applicant declines BICR services, and/or no longer lives in Niagara Region. Once a participant achieves their short-term goals and/or contact has been limited due to lack of participation by the participant, a Case Coordinator completes a discharge from Case Management program or discharge from the agency. The majority of the transfers were to Community Outreach Support Services to support participants in their long-term goals and ongoing support needs.

HIGHLIGHTS

Case Coordinators continue to be involved in several committees within the agency such as the Joint Health and Safety Committee, Behavioural Ethics Committee, and the InterRai Cha Assessment Committee. One Case Coordinator also facilitates Safe Management Training (Crisis Intervention) internally for all agency staff, and another Coordinator facilitates Mental Health First Aid Training. The Case Management department has one full-time and two part-time Case Coordinators. One part-time Case Management Case Coordinator works part-time with concussive participants. The other part-time Case Management Case Coordinator works part-time as the COSS Team Coordinator.

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CASE MANAGEMENT PROGRAM ANNUAL REPORT
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CHALLENGES

Mental health and addiction issues continues to be a challenge when providing ABI rehabilitation supports and services. A participant with significant mental health and/or addiction use affects their ability to participate in ABI services. At times, once a participant is receiving our agency support and services, mental health and/or addiction agencies discharge the participant from their service leaving the participant with no mental health or addiction supports.

Lack of affordable housing continues to be a major issue within the Niagara Region. This affects participants significantly. Some participants are homeless living in shelters, under housed, or are on the verge of eviction. It is difficult to find appropriate affordable housing; most participants are on social assistance and cannot afford to pay rent. Some participants require supportive independent living housing. However, there are gaps in service in the community for supportive independent living, and waitlists are too extensive.

A trend Case Coordinators see year after year is the lack of participate engagement and contact with participants. Due to chronic homelessness, no access to a phone, and/ or applicant not wanting BICR services at all. Referrals come from a wide variety of agencies and other referring agents such as family members or friends. Some applicants and social service agencies seem misinformed about programs and services offered at BICR. For an example, some applicants and referring person think that BICR provides PSW supports, transportation services, PT/OT services, and housing services and apartments. Once the applicant or referring person realizes that BICR does not provide the services mentioned, they are no longer interested in receiving BICR services. Case Coordinators do offer and assist participants in completing referrals and/or applications for additional social services.

OPPORTUNITIES

The Case Management team will continue to assess current caseloads to better serve participants, and provide seamless service from Intake to Case Management. The team will also persist with fostering partnerships with community service providers.

JONATHAN WILLIAMS
CASE COORDINATOR

JULIE McCOURT
CASE COORDINATOR

JEN FENTON
CASE COORDINATOR

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
RECREATION SERVICES ANNUAL REPORT
2022 - 2023

GENERAL OVERVIEW

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

STATISTICS

CALENDAR EVENTS & GROUPS	NUMBER OF UNIT 10 EVENTS	TOTAL NUMBER ATTENDED (UNIT 10, GROUPS & EVENTS)	PARTICIPANTS SOLELY ACCESSING REC SERVICES	TOTAL ADMISSIONS
103	133	2023	14	17

PROGRAM HIGHLIGHTS

- The reintroduction of the Learning and Leisure Guide following the Pandemic
- Joint program facilitation with the PET program
- Completion of the Annual Bowl-a-thon in June 2022
- Reintroduction of many of pre-COVID programs including:
 - WRAP at the School of Horticulture
 - Wood Working at Heartland Forest
 - Men's and Women's Groups
 - Welland and St. Catharines Diner's Clubs
 - Wacky Wednesday's
 - Music Trivia
 - Pub Games
- Reintroduction of Recreational Activities including:
 - Medieval Times
 - Ice Dogs games
 - Brock Sports events
 - Movies, etc.
- Continued input from clients and staff in regards to Recreation Programming
- Van Coordinator for one agency vehicle
- Supervisor for Co-op student
- Record Binder Designate for 14 participants

As the Recreation Coordinator I am also an active member on the following BICR Committees: Bowl-a-thon, Golf, Vacation Planning and Transportation.

DAVE HORTON
RECREATION COORDINATOR

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
RURAL SERVICES COORDINATOR ANNUAL REPORT
2022 - 2023

GENERAL OVERVIEW

Rural Services are available to individuals in the following areas within the Niagara Region: Fort Erie, Crystal Beach, Ridgeway, Port Colborne, Wainfleet and Stevensville. There are currently 28 participants on the Rural Services caseload, with four participants on the waitlist. Each Rural participant receives services weekly to biweekly that are structured to meet their individual needs. BICR services may include: help with medical appointments, ADL's, budgeting, court cases, etc. Rural Services focuses on the ability for the participants to continue living independently in community with dignity, and completion of agreed upon goals. Rural Services promotes education for everyday living, as well as independence, by engaging in meaningful activities within the community and working with other individuals and agencies.

Rural Services has amalgamated with BIAFE (Brain Injury Association of Fort Erie) running a day program two days a week for individuals who are looking for a social outlet in which BIAFE and BICR (Brain Injury Community Re-entry) provides. In this program individuals work together to complete tasks in which they are faced with on a regular basis (ie. hygiene, social gatherings, promoting healthy eating and exercise). Currently, this program runs Mondays and Tuesdays. Due to the demand of day program services, BICR and BIAFE have split Monday and Tuesday programs. This allows more participants to benefit from the program and streamlines available services. In the past, participants were able to attend both dates averaging 7-9 participants per day. Programming may include activities such as art, education around hygiene, budgeting, and socializing within proper behaviors for different settings. The Day Program has also added an extra day to the annual camping trip to the KOA in Niagara Falls. This will make it a three-day, two-night trip. Participants look forward to this trip each year. This program should resume in 2023 with the lessening of COVID-19 restrictions.

The Rural Services program has added two Rehabilitation Councilors to assist in in the Rural programs service delivery. Limited resources within the Rural Services communities place greater onus on BICR staff to make up the shortcomings of services the HWY#3 corridor lacks.

Rural Services partners with different agencies around the Niagara Region when possible such as, B.T.S (formally known as Fort Erie Accessible Transit), BIAFE (Brain Injury Association of Fort Erie), Niagara Housing, CCAC, St. Elizabeth, Stronger Fort Erie Neighbors, Recreation Department at BICR, and P.E.T Therapy as well as the Vocational Department.

CHALLENGES

- This year has ongoing challenges. An example of this is finding affordable and time effective transportation. This effects programming and participant availability to services. The majority of individuals living in the Rural Services area are not able to access curbside pickup, public transportation, attain internet service, or afford computers or cell phones in order to take part in the programming.

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RURAL SERVICES COORDINATOR ANNUAL REPORT
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- Caseload numbers at times also are greater than hours available for the supports needed for the individuals coming through for service

OBJECTIVES FOR THE UPCOMING YEAR

- Maintain community partnerships and continue to utilize them as needed. Also making new partnerships to benefit the needs of BICR the participants.
- Continue to support participants and their families with the excellent support and afford each participants the best quality of living they can achieve.
- Rural Services/ BIAFE day program is hoping to start some night programs, and staggered weekend programming. This will help individuals and families gain access to support times that may fit better into their schedule, and reduce program wait times.
- Rural Services/ BIAFE day program is also planning a fundraising craft sale in order to help with some costs or activities planned. This will also help with individuals feeling more independent by completing meaningful work.
- Continue Waverly Beach BBQ throughout the summer months, once again collaborating with other departments within BICR and BIAFE.

CHELSIE YUNGBLUT
RURAL SERVICES COORDINATOR

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
BOWDEN SUPPORTIVE INDEPENDENT LIVING PROGRAM ANNUAL REPORT
2022 - 2023

GENERAL OVERVIEW

The Bowden Supported Independent Living (Bowden) program is located at 1A Bowden St. Fort Erie, ON. Bowden is a partnership between Brain Injury Community Re-entry (BICR), and Niagara Regional Housing. BICR staff have an office on-site (Unit #8) and BICR staff provide assistance to the participants from 8:00 AM - 8:00 PM Monday to Friday and 10 AM – 6 PM Saturday and Sunday.

Currently, there are six clients participating in the Bowden SIL program. The program typically runs at capacity; however, two participants left the program in April 2023 and one spot soon to be filled. The program is supporting five participants in bachelor apartments and one living in a one-bedroom apartment. The unit currently available at Bowden is a 1-bedroom corner unit. There are 4 individuals living at 1A Bowden who are not affiliated with BICR, but receive services through a partnership between Niagara Regional Housing and Canadian Mental Health Association (CMHA).

The Bowden program focuses on enhancing participant's quality of life by creating, fostering, and forming community partnerships. The primary goals for participants in the Bowden program include: maintaining independence, improving/maintaining health status, community involvement, personal independence and self-improvement. BICR staff are especially involved in activities that allow participants to continue to develop skills and routines that enable them to establish meaningful and productive daily routines that increase participant ability to continue living independently.

HIGHLIGHTS FOR 2022- 2023

The team at Bowden continues to nurture community partnerships. Bowden community partners include: Niagara Regional Housing, Brain Injury Association of Fort Erie (B.I.A.F.E.), CMHA, Boys and Girls Club of Fort Erie, Salvation Army (Food Bank and Tax Clinic), COPE (Community Outreach Program Erie), Fort Erie Transit, ARID House Recovery Homes, CASON (Community Addition Services of Niagara), New Port Centre for Mental Health and Addiction Recovery, and "The Well" Community Church.

New in 2022, Fort Erie discontinued bus services in the area and instead, implemented a specialized transit on demand system that allows participants to utilize a ride share for \$3/ride within 'city limits' (Fort Erie, Crystal Beach, Ridgeway, and Stevensville). Fort Erie is responsible for the maintenance and services of the vehicles. Participants were provided with coaching on how to utilize the new transit system and in doing so have gained additional independence and the ability to engage in independent community involvement.

Bowden regularly offers community outings to movies, hockey games, and community events. During the summer of 2022, Bowden implemented weekly community barbeques, inviting BICR and CMHA participants to get together and build a sense of community. The Bowden van continues to improve the number of events Bowden participants are able to attend and has made transportation more available and consistent for our participants.

CHANGES

The Bowden program has experienced consistent staffing during the 2022-2023 year and, as a result, there has been a noticeable increase in rapport between staff and participants. One of the strongest factors in favour of the Bowden program is the small, consistent staff who participants will regularly credit with making their lives better.

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With respect to participants, a participant transitioned to housing through Start Me Up to focus on addiction rehab and recovery. The participant was discharged in April 2023. Another participant suffered an adverse health event and BICR staff supported the transition from Shaver Hospital to Douglas Memorial and then to Gilmore Lodge. The participant was discharged in April 2023.

Within a typical day at Bowden, participants receive full staff support, when needed, to complete grocery shopping, attend medical appointments, and other social gatherings (ex. hockey games). Some participants continue to purchase groceries independently have been accessing community resources and Fort Erie Transit to do so.

Significantly, Niagara Regional Housing was able to assist with repairs to both the Bowden Common Room and BICR Bowden Office. Improvements of note include the patching and painting of walls, and the installation of new flooring. Staff, visitors, and participants all agree that the changes are a significant improvement.

CHALLENGES

Addiction and addiction recovery is an ever present element of BICR services at Bowden. Addiction, substance abuse, and daytime intoxication put a strain on participants' monthly budgets and present an obstacle to participating in social outings/events with any cost associated. Additionally, earned income/employment is now a primary focus of many of the Bowden participants. Despite the support of BICR Vocational and Fort Erie Job Services, Fort Erie currently suffers from a dearth of employers willing to make appropriate accommodations or make room for individuals who struggle with differing abilities. One focus for staff this year will be to engage meaningfully in conversations around budgeting and building habits/skills that increase employability.

OBJECTIVES FOR THE UPCOMING YEAR

The BICR Bowden Supported Independent Living Program has had a successful year. Objectives for the upcoming year include:

- **Fostering Independence:** Ensuring Bowden participants have the tools, partnerships, and services necessary to continue living independently.
- **Fostering positive life habits to increase employability:** Ensuring Bowden participants have access to tools and resources to increase their employability.
- **Fostering Respect:** Allowing the participants in the Bowden program to continue to engage in self-directed decision making and learning through success and natural consequences.
- **Fostering Partnerships:** To ensure that BICR's relationships with community partners remain strong.

DAVID CORMAN
TEAM COORDINATOR BOWDEN-SIL

GENERAL OVERVIEW

Vocational Services offers individualized support to participants who have identified goals related to finding meaningful employment opportunities, volunteering in the community, and/or returning to school to further their education. The Vocational Department consists of one Vocational Coordinator and one Vocational Facilitator who collaborate to support participants in achieving their vocational goals. This includes working alongside community partners, employers, and educational institutions to promote ABI awareness, support participants through the process of seeking and maintaining employment / volunteering, provide on-the-job coaching, and follow-along to promote long-term success.

The Vocational Programs of Cemetery Gardening Angels and The Salvation Army Kettle Bell Campaign continued to provide employment and training opportunities this past year. These programs continue to serve as a valuable assessment tool to identify a participant's skillset prior to seeking other employment opportunities within the community.

VOCATIONAL SERVICES HIGHLIGHTS

The Vocational Department launched the new Pre-Vocational Program in collaboration with the Personal Effectiveness Training Program and Ontario March of Dimes this past year. The program offers a 12-week training workshop to prepare participants for returning to work post-ABI, and consists of 8 weeks of in-person group sessions, and 4 weeks of volunteer placement. Participants are provided with feedback throughout the course to assist with the development of skills necessary to be successful with their individual vocational goals. This program has allowed partnership development with volunteer groups including Community Care of St. Catharines and Thorold, the Lincoln County Humane Society and Good Will Inc.

The Vocational Department has continued to collaborate with community partners including YMCA Employment and Immigrant Services, DSBN Transition to Employment, Ontario March of Dimes, and Job Gym to access employment resources to assist our participants with job searching and learning interview skills.

Cemetery Gardening Angels provided gardening services for 224 gardens throughout 11 cemeteries in the Niagara Region. This allowed us to provide employment opportunities for 24 individuals between BICR participants and participants with Ontario March of Dimes.

This past year, our partnership with The Salvation Army Kettle Bell Campaign resumed with 8 participants employed for the seasonal position of Kettle Bell Worker. This has doubled from the year before, and participants were able to benefit from the work experience and income over the holiday season.

The Pre-Vocational Program welcomed 12 participants throughout two sessions of the 12-week program. This program provides education to participants about ABI and returning to work. Topics of discussion include brain basics, self-esteem and self-awareness, social skills, anger management, and strategies to overcome barriers in the workplace. The participants were able to gain experience through several volunteer opportunities with staff support, and many have moved forward with volunteer opportunities, or have begun job searching with support from Vocational Services.

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The Adopt-a-Road Program saw a return this past year and provides an opportunity for participants to support their community twice a year through a concerted effort to pick up litter and debris along a section of Martindale Road. Volunteering through this program continues to provide participants with an opportunity to explore their skills with staff support and give back to the community.

STATISTICS

Total Admissions	15
Total Closures in Program	9
Caseload Range	34 – 40
Waitlist Range	6 – 10
Jobs Secured in Seasonal Employment	27

CHALLENGES

As COVID-19 restrictions were gradually lifted, Vocational Services were able to return to supporting participants in-person with training, employment, and volunteering. One of the demands the program has faced is the backlog of participants requiring assistance with finding employment. With many people looking for employment after the pandemic, and a waitlist for Vocational services, securing placements has been challenging. Job opportunities have also decreased in the Niagara Region as people returned to work, and the demand for new employees decreased. In years past, the caseload was varied with participants in different stages of achieving their goals, which allowed the Vocational Coordinator and Vocational Facilitator the ability to vary the workload evenly across these stages providing the right support at the right time. However, this past year most participants were in the first stage of identifying and beginning their journey towards employment opportunities that suit their skills and abilities which slowed down the rate at which Vocational Services were able to open and assist new participants in Vocational Services.

OBJECTIVES

Vocational Services is hopeful that as we move forward we are able to see more participants reaching their vocational goals through job coaching, and in-person skill building. Vocational Services will continue to seek and develop relationships with other community agencies and employers to further enhance the ability of our participants to gain the necessary skills and knowledge required to achieve employment.

In summary, we are extremely proud of the resilience that our team has shown throughout this past year with the challenges we have faced, and look forward to providing our participants with exceptional support to achieve their vocational goals.

AMBER McNAMARA
VOCATIONAL COORDINATOR

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
COMMUNITY OUTREACH SUPPORT SERVICES ANNUAL REPORT
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The Outreach Program is currently serving approximately 140 people who reside in the Niagara Region.

In the past year we had 29 individuals who received first service with us and 19 people who moved on from the Outreach Program.

Our staffing compliment currently consists of a total of 18 people, 15 who are working full time, 3 who are part-time, 2 who are Temporary and 2 who are on Leave of Absence.

The Outreach Program is finally reaching its stride again after a devastating period in the last 3 years that resulted in serious social isolation for many of our participants. The time that was lost with people as they worked toward recovery and community re-integration will be difficult to make up, however, there are positive signs that many of our participants are waking up from their forced slumber and beginning to live their lives more fully again.

As we move from a long cold winter into a warming period of spring and finally back into the warmth of summer, we sense that spirits are rising, darkness is lifting and new life is emerging.

Speaking of new life, we have two babies born in the last year! Congratulations to Natasha Tomaino and Jessica Cote.

We have also had new additions to our staff compliment, welcome Allison Reynolds and Michelle Plante.

Dawn Wolff has resurrected a very successful "Women's Group" with an average of 6 women meeting together each week.

Jennifer Kiers has re-started our Niagara Lunch Club, a monthly lunch gathering that brings people together.

Amanda Young has been facilitating an Aphasia Group and a social group for participants who are living in Long Term Care Facilities.

Whenever possible, the COSS Program is looking for ways to bring people together, and as always, we appreciate so much the other people at BICR who plan and implement our social/recreational activities. Socialization has become such an important goal for us, as we have witnessed how the lack of social contact affects us emotionally, physically and spiritually.

Let's hope, that in the next year, we are able to continue to move toward the freedom to gather and enjoy the benefits of good friends and time spent with them.

SCOTT FARRAWAY
COSS PROGRAM MANAGER

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
LONG TERM CASE MANAGEMENT ANNUAL REPORT
2022 - 2023

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 2022 - MARCH 2023

CASELOAD APRIL 2022	ADMISSION	DISCHARGES / FILE CLOSURES	TRANSFERS	CASELOAD MARCH 2023	WAITLIST MARCH 2023
27 participants	2	1	2	26	1

The above statistical information provides an overview of the Long-term Case Facilitators caseload from April 2022 to March 2023. This writer started the fiscal year with 27 participants and ended with 26 participants.

REFERRALS / ADMISSIONS

The Long-term Case Facilitator received two referrals during this fiscal year one from Community Outreach Support Services and one from Case Management, these individuals required minimal ongoing support.

AREAS OF SUPPORT

Participants asked for assistance with problem solving and conflict resolution. The writer assisted individuals, with accessing community services such as ODSP, Ontario Works/ Discretionary benefits, Landlord and Tenant board, legal services, Credit Counselling, Housing Help, medical supports, transportation services etc. The writer supported participants during medical appointments. Participants requested assistance with correspondence and form completion. The Long-term Case Facilitator provides emotional support and guidance to participants and their family members. In addition, support is provided to participants in crises; a crisis is defined as any significant internal or external environmental change that overwhelms the participant and exceeds their ability to cope (14 crises were tracked during the aforementioned year).

TRANSFERS

There were two transfers to Community Outreach Support Services from the Long-term Case Facilitator as both of the participant's required additional support.

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LONG TERM CASE MANAGEMENT ANNUAL REPORT
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DISCHARGES

One participant was not accessing services so was subsequently discharged.

SPECIAL PROJECTS

From April 1, 2022 to March 31, 2023 twenty-three Transition/ Discharge Surveys were completed by participants who were Transferred/Discharged from Comprehensive and Modular Services. Results will be tallied and provided to the Management team and included in an upcoming Internal Digest.

DONNA RIX

LONG TERM CASE FACILITATOR

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
PERSONAL EFFECTIVENESS TRAINING ANNUAL REPORT
2022 - 2023

GENERAL OVERVIEW

In partnership with March of Dimes Canada (MODC), BICR offers the Personal Effectiveness Training (PET) program, which is a comprehensive day activity program. PET program serves individuals who require assistance in developing skills prior to returning to work, or for those individuals who desire to increase their level of independence through increased participation in community activities.

The program continues to evolve into the new modular structure away from the traditional day program structure, with the focus remaining on the five components of life skills, physical activity, leisure skills, community skills development, and supported volunteer placements.

PET continues to offer popular programs such as Art & Soul, Therapy Tails, & Laughter Yoga, Art & Soul has grown to include clay-sculpting, paper crafting, and painting with a variety of mediums. Supported volunteering and respite programs have both expanded to serve more individuals on an ongoing basis. The Art of Healthy Living now includes one hour of exercise and a life skills group each week, where participants engage in a discussion about various aspects of health, such as importance of exercise, how to break bad habits, and discussions on safety in the community.

Inspired by a participant, and in partnership with Justis Krar, our music therapist, PET has offered a Garage Band program and Movie Making, where participants work together to create a short film or music video. Participants developed a storyline and theme for the movie or video, created sound effects, and acted on film, which was then edited and published on YouTube. A movie premiere event was held where families and managers were invited, and each participant received a customized "Academy Award".

VIRTUAL & HYBRID PROGRAMS

PET has continued to offer programs using the Zoom platform to reach those Participants unable to attend program in person. At least two virtual programs are offered weekly, including exercise and music therapy. Alternative cognitive and leisure programs are also offered on Zoom to supplement in person program as well. These cognitive programs include team trivia or word games, as well as Minds 2 It Trivia, offered by Melody Minds.

iPad training was offered throughout the year as a 6 to 8 week course through TechSavvy and then Tech for Good. This program was offered virtually using Zoom, but if participants preferred to have staff support, they were able to attend PET in person. This program offered participants the opportunity to learn the basic functions of an iPad, accessibility features, and specific apps that participants could use and enjoy.

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PERSONAL EFFECTIVENESS TRAINING ANNUAL REPORT
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PARTNERSHIP WITH RECREATION DEPARTMENT

A more robust partnership with BICR's Recreation department has taken place over this past year, to ensure that the most popular programs are available for all participants and more individuals can attend at one time. In addition to Casino games and music trivia, the two departments worked together to also provide Pub Games on a weekly basis. In order to provide the most complementary variety of activities, the departments collaborate to plan and coordinate the programs offered.

PARTNERSHIP WITH VOCATIONAL DEPARTMENT

The past year the Vocational department has worked with PET to develop a 12-week pre-employment program for individuals seeking extra training to prepare for the workforce. This joint program has run successfully two times during the past fiscal year. The program includes eight weeks of in-class learning, such as workplace etiquette, social skills, interview skills, and resume writing, which is followed by a four-week practicum with a supported volunteer placement to develop transferrable skills. BICR has collaborated with Community Care, Lincoln County Humane Society, and Goodwill for volunteer opportunities.

OPPORTUNITIES AND NEW PROGRAMS

- PET will continue to provide a virtual/hybrid component to programming throughout the year.
- Pre-employment program will continue to be offered in partnership with Vocational Services, with supported and independent volunteering opportunities after the completion of the program.
- PET plans to provide opportunities for special interest groups, such as Model Railway Club, Boccia Club, & Baking skills group.
- Plans for more programs in partnership with Justis Krar, such as Movie Making and Garage band, are also in development.

KATIE HILL

PET COORDINATOR

GENERAL OVERVIEW

This report covers the period from April 1, 2022 to March 31, 2023. Residential Services is comprised of the Richardson Court, Promenade Richelieu and Parkdale residential sites.

RESIDENTIAL SERVICES

The Residential department provides resources and supports for **15 full-time residential placements** and **1 participant who resides in a self-contained apartment** in the basement of Parkdale residence. The Residential department consists of a dedicated team; comprised of three Program Managers, 2 Team Coordinators, 6 Case Facilitators, 48 Rehabilitation Counselors and students from various local schools.

The Residential program supports participants in all aspects of their life including activities of daily living, completion of life skills and behavioural management with frequent community involvement. Staff continue to embrace participant changes relating to aspects of aging, changes in health status, and behavioural challenges. Where possible, the teams continue to coordinate with Home and Community Services for occupational and physical therapy, incontinence care, swallowing assessments, and for the facilitation of referrals to Long Term Care Facilities.

Staff continue to collaborate with Dr. Linda Cudmore to discuss participants with more complex needs. Several participants within Residential Services have Service Plans and teaching scripts in place that are restrictive in nature. Participants with restrictive procedures attend a Behavioural Ethics Committee (BEC) meeting once a year where an open dialogue occurs to ensure that the participant can appreciate the rationale of the restrictive procedure. The discussion in the BEC meeting focuses on ensuring that the teaching scripts are meeting ethical standards, promoting self-direction and facilitating meaningful community integration.

Staff have worked tirelessly throughout this third year of the pandemic ensuring the follow through of all safety measures and protocols. Throughout this year, participants continued to experience a number of restrictions that at times included limited family visits, restricted community access, and isolation to their bedrooms if a housemate tested positive or if the participant was experiencing symptoms. Scheduling challenges required staff to be flexible with their time by extending shifts, working overtime, or working split shifts. Staff continued to utilize virtual programming to augment other meaningful, in-person activities.

The residential team remains committed to the agency's strategic directions with a focus on creating an overall culture of safety. The Residential sites continue to use an electronic medication system (eMAR) for recording the administrations of medications and as a tool to reduce medication errors.

The team is also committed to completing an annual Risk of Falls Assessment and a Safe Eating Assessment for every participant in the Residential program. Both of these assessments trigger a full plan should participants achieve a high score within a specific range.

As the work continues, the teams continue to focus on maximizing the safety for our participants. We cannot thank the residential staff enough for their commitment, dedication, and efforts in giving participants a quality of life despite all of the ongoing scheduling challenges and safety protocols. Our staff are truly the agency's best resource!

CHRISTINE WILLIAMS
PROGRAM MANAGER

MARGO VAN HONSBERGER
PROGRAM MANAGER

JEFF SPELIER
PROGRAM MANAGER

Buckley Towers is a Supported Independent Living program based in Niagara Falls. The program provides participants with an opportunity to live in their own apartment while accessing staff support where needed. The participants in the program become more independent by developing their skills and establishing meaningful, productive routines with frequent community involvement.

Buckley operates 7 days a week from Monday to Friday 8:00 am – 9:00 pm, Saturdays 9:30 am – 6:00 pm, and on Sundays from 9:30 am – 6:00 pm. Three full time staff are working the daytime hours during the week and one part-time staff and two relief staff augment these hours by primarily working evening and weekend shifts.

The ongoing partnership between the Buckley Towers program and Niagara Regional Housing strengthens the program and gives opportunities for participants to access subsidized housing. All rental costs are subsidized and geared to income. This makes Buckley an affordable option; however, it also makes the transition out of the program a significant challenge because of the overall lack of affordable housing options in the community. A few participants in the program are also accessing the onsite March of Dimes PSW staff for overnight wellness checks (if needed), medication administration, and completion of showering routines. The partnership with March of Dimes is highly valued and appreciated.

HIGHLIGHTS FOR 2022-2023:

- Buckley supports seven participants who are living in one-bedroom apartments on various floors throughout the building.
- Key areas of support include medication independence, budgeting, booking and attending medical appointments, establishing ADL routines, meal preparation, house management tasks, exercise routines, and accessing community for meaningful activities.
- One participant transitioned into a LTCF, which left the program with a vacancy. A participant from Rural Services who needed both staff support and housing to maintain his independence, filled this vacancy.
- Another participant in the program qualifies for DSO dollars (additional funds for persons with a developmental disability). With this funding, the participant has additional 1:1 shifts where the focus is on increasing community access.
- Buckley continues to be the recipient of several generous donations from Post Foods Canada. All of the Buckley participants benefited 4-5 times during the year with boxes of assorted cereals. This donation assisted participants with lowering their weekly grocery costs.
- Several Buckley participants benefited from a generous donation from Niagara Support Services. Donations included furniture, kitchen utensils and food items.
- Niagara Regional Housing continues to renovate the kitchen area in the apartments with new flooring, counters, cupboards and backsplash.
- The Buckley office purchased a new TV, giving participants an opportunity to socialize and watch movies in a common area. The TV has SMART technology giving an opportunity for learning and discussion in staff meetings.

- Buckley Towers is the hub for monthly Produce Market from Niagara Region. Fresh fruit and vegetables were available to the participants at a “pay what you can’ amount.
- Approval was received for a motorized wheelchair at no cost for one participant.
- A participant has become a member at the Coronation Centre located at The McBain Community Centre. The participant is involved in weekly exercise programs.
- With BICR lifting restrictions, it has enabled a participant to reconnect with Art Class at Unit 10 and Wood Working at Heartland Forest. Another participant has the opportunity to continue to enjoy indoor and outdoor golf all year round.
- Participants with staff support are continuing to use the local Gale Centre and Oaks Park for daily exercise.

CHALLENGES FOR 2022-2023

- One of the biggest challenges continues to focus on transitioning participants out of the program given the lack of affordable housing units within Niagara Region. Buckley participants go back on the general waitlist when they request an internal transfer. The current wait for a one bedroom unit is 20 years.
- As programming and community access increases (following the lifting of the COVID restrictions), transportation is a challenge for participants. The Buckley program no longer has a van and this becomes a challenge when booking transportation for programming at Unit 10, Gardening Angels, medical appointments, and group activities. The program supports a participant who relies on the van transportation because of an inability to utilize staff vehicles.
- With the kitchen renovations continuing, it has brought on a number of significant challenges to the staff and participants. There continues to be weekly water shut offs for all units in the building. At various times, the participants needed assistance with packing and unpacking all kitchen items and them support in a meal preparation with no sink or stove in their unit.
- Following a few years of cancelled or limited community programs, there have been challenges getting participants interested and motivated to access community.

OBJECTIVES FOR THE UPCOMING YEAR INCLUDE:

- A continued focus on establishing daily, meaningful routines for participants where independence and continual self-improvement is valued and encouraged. These routines for some participants may include accessing programming through virtual platforms.
- Staff will assist participants to explore leisure options in the community and will support participants in incorporating these activities into their routines
- Encouraging the participants to access the Wellness and Healthy Living program offered to the Buckley tenants through the Niagara Region. The program has provided foot care services, breakfast club, stretch classes, and educational health information sessions.
- The program will work on maintaining and strengthening their partnership with Niagara Regional Housing and March of Dimes.

TINA HORTON
TEAM COORDINATOR

MARGO VAN HONSBARGER
PROGRAM MANAGER

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
ST. PAUL TRANSITIONAL LIVING PROGRAM ANNUAL REPORT
2022 - 2023

GENERAL OVERVIEW

St. Paul Transitional Living Program offers individuals throughout Ontario living with the effects of an Acquired Brain Injury and co-occurring mental health diagnosis a community-based, shared living setting with 24-hour rehabilitation support. St. Paul supports a maximum of 5 BICR participants. Units include: one apartment (complete with bedroom, bathroom, sitting area, and kitchen), two main floor accessible bedrooms with a shared bathroom, one 2nd floor bedroom with private bathroom, and one 2nd floor bedroom with a shared bathroom. Working collaboratively with the Canadian Mental Health Association (CMHA Niagara), St. Paul provides 24-hour support to two CMHA clients as well. Units include one bachelor apartment (bedroom/kitchen and bathroom) and one-2nd floor bedroom with a shared bathroom.

St. Paul's vision is to provide flexible, comprehensive services, which balance the need for support with increasing levels of independence according to the challenges and abilities of each individual. Services provided address social, emotional, behavioural, spiritual, cognitive, and/or physical challenges. With most St. Paul participants' goals being "independent living", staff provide individuals the opportunity to gain skills and strategies necessary for their return to the community of their choice within a 2-3 year timeframe. Participants will have a fundamental aptitude for ADLs such as bathing, cooking and other self-care tasks and are assisted by staff to explore IADLs that require more complex planning and execution. Examples include: budgeting, meal planning, grocery shopping, housekeeping, public transportation, medication independence, self-advocacy, and community involvement.

St. Paul collaborates with numerous internal and external services to provide the most comprehensive rehabilitation to each participant. St. Paul continues to work closely with the Vocational Department to facilitate meaningful volunteer and paid work opportunities to participants, providing on the job support when required. Many St. Paul participants are affected by substance abuse. Assistance in accessing supports within the community is provided in an individualized manner. Staff are readily available to accompany participants to programs such as NA/AA (when permitted), CASON and the RAAM clinic. Neuropsychiatry consultation is an integral part of St. Paul services and is provided by Dr. Chanth Seyone. He consults participants 6 days per year and is accessible to the program via email in between his visits. Dr. Cudmore, Clinical Director and Psychologist, continues to be an invaluable resource for the participants and staff within the program. She visits St. Paul bi-weekly to provide in person counselling to each participant she supports. Additionally, she is always available to offer guidance and education for both participants and staff as needed.

HIGHLIGHTS

St. Paul has continued to follow pandemic-related ministry guidelines and agency policies throughout the year to keep the participants safe and healthy while simultaneously addressing social and emotional needs. During this past summer, St. Paul Participants and staff attended numerous outdoor events including local concerts, festivals, car shows and beach days. Participants attend

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BINGO in the community with staff monthly. It has become a highly anticipated event among attendees, with everyone wishing each other luck and hoping for a big win. Outdoor sports have become popular amongst housemates and staff, including basketball, Frisbee and soccer. Recently, several participants have started to attend bowling with the BICR recreation program. It has become a great way to start their week, with a friendly game on a Monday morning. While St. Paul's participants come from several regions across Ontario and have varying interest, many individuals have found support and friendship amongst each other.

Currently, St. Paul is supporting 6 individuals; 4 BICR participants and 2 CMHA clients. In the past year, we have had two participants move in and three move out. One participant moved in at the beginning of October from the Niagara region and has recently increased their independence by transitioning into the St. Paul apartment space. The apartment has never looked cleaner or greener due to the participant's meticulous cleaning and love of plants. He is also making good use of his private kitchen and is learning to bake treats (with staff's favourites in mind). St. Paul's newest participant moved in at the beginning of April from the Niagara Region and is currently settling in by establishing healthy life skills, learning positive coping strategies, and finding an effective medication regime. We are currently profiling our next participant to fill our remaining occupancy. Two participants concurrently moved out from the St. Paul program into a community residence together, allowing them to continue their friendship and live a lifestyle in line with their goals. One participant moved from the St. Paul program into a BICR residential program. This move has allowed the participant to establish structured routines and build long-term friendships within the home and his community. The St. Paul program has one participant who is approaching their third year of residency, and staff are pursuing affordable and supportive housing appropriate for discharge. St. Paul staff continue to work diligently with all participants, working towards their personal goals with an emphasis on appropriate discharge to the region of their choosing.

CHALLENGES

- Providing a comprehensive intake prior to acceptance into the program. Some participants are facing housing insecurity and/or mental health emergencies and are in need of assistance immediately, providing limited time for St. Paul to complete an in-depth intake.
- St. Paul works closely with outside agencies but continues to encounter challenges in providing a discharge living environment that suits participant needs, especially in the Niagara Region where housing is scarce.
- St. Paul provides support to individuals of varying ages, social/cultural backgrounds, mental health/brain injury challenges and independent skill levels. Participants can find it challenging to live harmoniously together in a congregate setting.
- St. Paul has been challenged to meet some of the needs of participants who experience severe mental health and/or substance abuse.

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ST. PAUL TRANSITIONAL LIVING PROGRAM ANNUAL REPORT
2022 - 2023

- Many individuals entering the program have used marijuana recreationally/therapeutically prior to moving into the residence. The legalization of marijuana has created challenges for staff to enforce St. Paul house rules.

OBJECTIVES

- St. Paul strives to continue to provide a positive rehabilitation environment for participants.
- Continue to explore resources for participants within the Niagara Region and throughout Ontario.
- Provide discharge environments conducive to each participant's goals and abilities while also providing resources and supports for individual needs.
- Encourage and assist participants in discovering personal interests/hobbies and develop a sense of community.
- Build and encourage independence, confidence and a positive sense of self.
- Continue to build and maintain community partnerships.

JENNIFER GALL

TEAM COORDINATOR

The Psychologist / Clinical Director at Brain Injury Community Re-entry (BICR) has provided full-time Psychological services through the 2022-2023 year. The Psychologist reports to the Chief Executive Officer and the Board of Directors. Referrals to Psychology continue to come through the Intake process, as well as internally across the agency and from external sources (e.g., family physicians, hospitals, community agencies). Overall, 11 referrals for counselling and 12 referrals for neuropsychological assessment were made to Psychology over the year. 14 new files were opened and 8 files were closed. Psychology services were provided to a total of 60 unique participants, with an average of 31 unique participants having contact with the Psychologist each month.

Over the past year, as we emerged from the various restrictions and limitations in service delivery imposed by the COVID-19 pandemic, it was wonderful to be able to resume offering more opportunities for in-person participant visits, meetings and consultations. Psychology services provided to participants of BICR totaled approximately 43 percent of the Psychologist's weekly hours, including both direct and indirect services to either individuals or family members / support persons of participants. As the Psychologist regularly focusses on promoting the importance of brain health for both BICR participants and staff, the importance of collaboration and social interaction for the health of our brains could not be understated.

A return to focusing on collaborating with our participants on goal-setting and identifying meaningful and purposeful activities that align with what is important to them in their lives returned this year as a post-pandemic theme. The Psychologist participated in staff training focused on reviewing the process of creating SMARTER goals, along with collaborating on and supporting the process of changes and updates to our annual service plan document. We continue to monitor progress on participant goals through the use of the Goal Attainment Scale (GAS), and saw that we were successful in supporting approximately 56 percent of participants to meet or exceed their identified goals within the year.

Throughout the 2022-2023 year, the Psychologist maintained regular involvement with the Management team, the Admissions Committee, the St. Paul Transitional Program admissions and the Behavioural Ethics Committee. The Psychologist also participated on a BICR sub-committee tasked with revising and updating our Participant and Family handbook. Support and co-ordination of scheduling for virtual neuropsychiatric consultations provided to BICR by Dr. Seyone continued to be managed by the Psychologist.

The Psychologist values the continued opportunity for varied and meaningful involvement in collaborating with and supporting participants and families, along with BICR staff and community members who work in the field of acquired brain injury.

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

PSYCHOLOGIST AND CLINICAL DIRECTOR

Over the past year, the Social Work department has been very busy servicing an average of 52 participants and family members per month. Twenty-one new participants were added to the caseload and twelve participants were discharged. There is a current waiting list of eighteen participants.

This fiscal year finally marked the end of Pandemic challenges. The Social Work counselling services continue to evolve and adapt to meet the changing needs of our clients post-Pandemic. The Social Work program continues to provide counselling for participants and their family members with a combination of in person and virtual (both phone and video) counselling sessions. Participants continue to adjust to these ever-changing times and appreciate the flexibility of service.

Social Work program supported participants and their families who were dealing with isolation, loneliness, unprecedented uncertainty, and incredibly high anxiety. In addition to Pandemic related struggles, the Social Work program continued to support participants on mental health and addiction issues, as well as couples counselling, learning to cope with change and anger management.

The Social Work department continues to provide opportunities for staff to discuss participant issues or concerns as required and in order to best serve the needs of our participants. The Social Worker continues to sit on the Admissions Committee. Planning has begun related to developing and running a substance use and brain injury group program for our participants, in an effort to address the ever-growing crisis with substance use in our community post-pandemic.

It is with excitement that the Social Worker looks forward to continued growth and development of the Social Work program over the next year with all the possible challenges ahead.

SNEZANA JEVTIC
SOCIAL WORKER

During these past years, the agency has had to continually shift and pivot in response to the variables brought by pandemic life. The gradual easing of COVID-19 restrictions last year resulted in a return to increased activity at BICR. The renewal of various projects that were previously put on hold meant that the administration team was increasingly busy. The agency adapted one key takeaway from the pandemic which is to provide support staff the opportunity to work remotely on one to two days per week when possible. This flexibility in work schedules has contributed to a balanced workload approach and more efficient use of time. It continues to be a positive experience for staff and benefit to the agency. Very sincere appreciation is extended to the Administration team for their tireless efforts and commitment to BICR in the multitude of tasks that they perform each day in supporting participants, families and staff.

ACCREDITATION CANADA

In the fall, BICR was pleased to be one of 17 organizations across seven provinces to participate in the first implementation of the new Accreditation Canada survey, ***Workforce Survey on Well-Being, Quality and Safety***. The instrument obtains input on participant safety, care quality, staff work environment and staff well-being. 98% of staff completed the questionnaire. This participation level is recognized as a huge achievement and BICR is being used as a benchmark example by Accreditation Canada when rolling out this survey to other agencies across Canada.

STRATEGIC INFORMATION SYSTEMS PLANNING (SISP)

Cyber Security Training: BICR received free cybersecurity training in partnership with Saegis Shield and OHT West (Ontario Health Team). The training was completed by 94% of staff and included modules on Cybersecurity in Healthcare, Safe Cybersecurity Habits and Password Security.

Passwords & Encryption: The agency strengthened its password requirements for all users as well as created new protocols for those staff who use a VPN to connect remotely. Lastly, an ESET software upgrade was installed on all agency laptops.

BICRsuite: The agency continued work on generating Reports (Intake Services Statistical Report and Program Monthly Statistics reports) and the Complete module (tracks destruction of participant records). In support, it was necessary to review the agency's Continuum of Services and solidify when an individual is an Applicant, Participant, Transferred and Discharged. Much work was completed to enter new and ongoing changes to participant record information, as well as audit manual vs system generated reports.

InterRAI CHA: In 2022, eight staff formed the InterRAI CHA committee and participated in in-depth training of both the assessment and new AcuteNet assessment software.

Inventory: In its ongoing goal to replace antiquated systems, the agency continued to target replacement of computer systems. As part of this process, BICR purchased four new laptops and nine new desktops at the end of the fiscal year.

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PROJECT MANAGER ANNUAL REPORT
2022 - 2023

HIGHLIGHTS

- In August, the Ministry of Health provided guidelines for the stockpiling of PPE in community health care settings such as BICR. In following the recommended inventory management best practices, BICR strives to maintain a four-week stockpile of PPE that is two times what is normally used during a typical influenza season.
- Privacy & Personal Health Information: Staff documentation and privacy training was impacted by COVID restrictions and training was suspended. However, during this time, the Records Assistant responded to numerous requests for medical information in accordance with agency practices.
- After being cancelled due to the shutdown, BICR was excited to host its 23rd Golf Tournament at Willodell Golf Club of Niagara on September 16th. Several admin staff along with this writer supported this successful agency fundraiser.
- The Emergency Response and Outbreak Committee (EROC) completed a detailed review of the emergency response plan, outbreak and pandemic plans to incorporate new protocols and processes that were established during the pandemic into existing plans.
- The Administration team supported the agency's Community Open Space Strategic Planning day held on September 28th, themed *Moving Forward as a Community*. Twelve topics were identified by stakeholders, with the agency moving forward with the following four strategic directions: Affordable Housing, Aging, Overnight Stays in the Community and Patient Safety.
- Writer was co-facilitator at the agency's Staff Open Space forum held on October 20th. The theme *Pivot, Energize & Evolve*, generated much discussion with the following topics voted by staff to move forward for further consideration: Wages, Wage Gap Between Positions, Benefits and Dress Code.
- An agency wide staff meeting, held in March 2023, provided an opportunity for managers to give a brief update on their department and initiatives. This day was well attended and received by staff.
- Participated on the Participant Safety Steering Committee which provides participant incident statistics and information to the Board of Directors on a quarterly basis. In 2022, there were 219 incidents reviewed.
- As part of the agency's ongoing building maintenance plan, Niagara Home Inspection completed a detailed house inspection of Richardson Court, Promenade Richelieu & Parkdale Place. No urgent concerns were identified however a number of future maintenance areas were suggested.
- Completed the annual French Language Services assessment for the province.
- After putting activities on hold during the pandemic, BICR re-introduced its Learning & Leisure Guide. Many past favourites were again offered to Participants as well as a number of exciting new activities.

- Comprehensive participant record binder audits were completed in residential services.
- Administrative Assistants Jayme Richardson, Komal Thakor and Sarah Peters were actively involved as members of various committees including the agency's Board of Directors, Staff Social Wellness Committee, Admissions Committee, Falls Committee, Behavioural Ethics Committee, Golf Committee, Joint Health & Safety Committee and Participant Centered Care (Engagement) Team.
- The department welcomed John Harding to the team as a second part-time Maintenance worker

GOALS FOR THE UPCOMING YEAR

- Work with fellow provincial ABI service providers to explore how best to achieve agency quality goals.
- Continue mandatory reporting of PPE statistics to the province.
- Complete Participant and Family Satisfaction surveys.
- Complete the annual French Language assessment as mandated by the province.
- Program final functions in BICRSuite.
- Destroy participant records as per the agency's retention schedule.
- Reintroduce Privacy and Documentation training for staff.
- Complete participant record binder audits for COSS and Modular Services.
- Upgrade or replacement of old agency software (TimeShift & E-notes).
- Target replacement of computer systems in the 8-10-year-old range.
- Support fundraising initiatives including BINGO, Golf Tournament and Bowling Tournament.

HEATHER OLSZEWSKI

PROJECT MANAGER

As the agency's Human Resource department, our mission is to nurture a positive and supportive work environment where all our staff can thrive. We are committed to creating policies and providing resources and programs that promote the wellbeing of our team members and enhance their professional growth for the betterment of the participants we serve.

RECRUITMENT & RETENTION:

The Human Resources team has always strived to provide equal opportunities for all candidates who apply with our agency. Over the past fiscal year, the HR department has been working hard towards adapting and spreading our boundaries in order to keep up with the evolving labor market. With the recruiting resources such as Indeed, HRSD Job Bank, Brock University and Niagara College, we have been able to recruit external candidates for our agency. The tight labour market continues to be a challenge when looking for part time and relief staff, but continue to build ongoing relationships with employment counsellors for referrals of potential candidates.

BICR currently has 131 staff – 84 FT, 20 Part-time and 27 Relief. Last fiscal year we had a reasonable overall rate of turnover at 17%, and we have also experienced a positive trend of staff who have left the agency wishing to return. Since April 2022, 15% of staff who have left the Agency, have directly asked to return or reapplied to active postings. In this past fiscal year, we rehired 5 staff who had previously worked at BICR.

In the summer 2022, BICR was approved for grants from Canada's Summer Jobs programs which allowed us to offer 4 seasonal employment opportunities for the position of Assistant Rehabilitation Counsellor at each of our residential programs. At the completion of the summer, 2 of the CSJ candidates were hired as relief staff and remain with BICR.

As in previous years, BICR employed 20 participants through our Cemetery of Guardian Angels project from May to October 2022. We have many of those participants returning this year, for another season.

TRAINING & DEVELOPMENT:

Training and development programs are vital to our employees' professional growth. We offer a variety of opportunities for training and development that cater to individual needs, allowing our employees to improve their skills, productivity, and job satisfaction. We encourage our employees to take advantage of these opportunities to enhance their careers and further our agency's success.

This year, we have provided opportunities for employees to develop their technical skills through offerings by OBIA and CTRI, and provided access to online courses for a variety of topics, including cybersecurity and WHMIS. We have also brought back in-house First Aid recertification in order to bring all staff up to date from COVID closures. Overall, these initiatives contribute to an increase in employee engagement and job satisfaction.

LEGISLATIVE CHANGES:

Bill 88 Working for Workers Act 2022 introduced in February 2022 received royal assent in April 2022 and brings a new section to the ESA titled “Written Policy on Electronic Monitoring” requiring employers with 25 or more employees to create and publish an electronic monitoring policy by October 2022. BICR implemented this policy in September 2022.

COMPENSATION & BENEFITS:

In January 2023, BICR enhanced our benefit packages with expanded the eligibility requirements for staff to participate in the GRSP; reducing the 4-year waiting period to the completion of 520 hours, and with our group health coverage, per visit increases to some paramedical coverages were introduced. Our aim is to ensure our employees' overall well-being, which is an essential component to productivity and job satisfaction.

STUDENTS & VOLUNTEERS:

For Fall 2022 and Spring 2023, we provided placement opportunities to 5 students from Psychology, Social Work, Recreational Therapy and related studies from both Brock University and Niagara College.

Volunteer efforts have continued to be an ongoing struggle. This year a number of our staff, including Managers, have stepped forward to represent BICR at Delta Bingo. Past volunteers have either moved on to other ventures, or moved away during the pandemic. As we finally shift out of the COVID period, the department hopes to attract new volunteers by participating in events such as job fairs, community partner events and post-secondary networking opportunities. We are also hoping to bring back the “Friendly Visits” program in the next fiscal year.

SUMMARY:

Overall, the Human Resources Department has made significant progress in the past year. We have focused on our employees' development, recruitment, and benefits, leading to an increase in employee retention, and overall job satisfaction. We intend to continue our efforts in improving our department's contribution to the agency's success and creating a positive work environment for our staff.

LISA YOUNG
DIRECTOR HUMAN RESOURCES

TEENA FERNANDO
HUMAN RESOURCES COORDINATOR

The Director of Finance oversees the agency's accounting and finance functions including accounts payable, accounts receivable and payroll and reports to the Chief Executive Officer. The Director of Finance prepares monthly financial reports and analysis for the CEO, Board of Directors and Managers as well as quarterly reporting to Ontario Health and the Ministry of Health. The Director of Finance also co-chairs the internal Quality Committee, is a member of Strategic Direction Team on Transportation, a member of Policy and Procedures Committee and the management team.

The finance and accounting department has seen the last year speed by as if it's been just weeks and not months as the team continues to keep up with the many day to day transactions inherent with accounting. As the finalization of the 2022-23 fiscal year is here, accounting and finance moves forward with anticipation for the year ahead.

During 2022-2023, fundraising events resumed once Pandemic restrictions had been lifted. Great work by all the committees and teams that made it possible to raise over \$4,600 from the Bowling tournament, over \$13,000 raised at the 23rd Annual golf tournament, in excess of \$6,000 received for volunteering at Delta Bingo events and a net income of approximately \$8,500 from Cemetery Gardening Angels that employed 23 workers including many of the agency's participants. Much appreciation and gratitude to all volunteers, donors and sponsors, without you, fundraising events and activities would not be possible. Fundraising supports participant therapeutic recreation, individual participant grants for services and equipment that benefit participants in BICR programs.

The Ministry of Health and Ontario Health during 2022-23 continued to provide personal support services wage enhancement funding for front line staff providing direct care throughout the pandemic and announced during the year that it has become permanent funding for staff providing direct service to participants and will become part of the agency's base funding going into next year.

As part of the ongoing Strategic Information Systems Plan (SISP), several computers and laptops in the 8 to 10-year-old range were replaced during the year. In addition, the agency has provided cell phones to Community Outreach Support Services staff to assist them with staying connected with the agency during work hours.

The Director of Finance is a member of the Quality Committee that continued meeting throughout the year to monitor and communicate the results of current initiatives. The Quality Plan for 2023/2024 is currently being finalized at the time of the writing of this report. After the Strategic Planning Community Open Space was held in the fall of 2022, the agency's strategic directions have changed and new indicators for Quality will be developed and included in the quarterly scorecards that are completed by the 15 individuals, managers and staff that contribute to the scorecards creating Strategic, Operational, Quality and Board of Directors scorecards that measure the agency's performance. As always, the overall goal is to provide the highest quality of care with regard to the participant and family experience.

Finally, sincere appreciation is sent to Jamie Bird and Toni Bessette for their commitment and dedication to BICR and the support and assistance they provide to managers, staff and participants.

WENDY BOWEN

DIRECTOR OF FINANCE

34TH ANNUAL GENERAL MEETING MINUTES

JUNE 9, 2022

PRESENT: Nick Ostryhon, Frank Greco, Doug Kane, Sharon Cochrane, Patricia McNabb, Luc Savoie, Jackie Lynch, Wayne DeGaust, Jayme Richardson (recorder)

REGRETS: David Shapiro, Christine Reeves, Brian Minard, Dr. Tricia Pailing

1. Meeting called to order at 5:20 p.m.

Nick Ostryhon welcomed and thanked everyone for attending the 34th Annual General Meeting. Nick mentioned how wonderful it was to be celebrating with staff face-to-face this year. He congratulated all the staff receiving awards this evening and thanked Frank and the Board for all of their hard work and support.

Carried.

2. Adoption of the Agenda

Motion: To adopt the Agenda for the 34th Annual General Meeting as presented.

Moved: Doug Kane

Seconded: Luc Savoie

Carried.

3. Review and approval of the minutes from the Annual General Meeting held on June 9, 2021.

Motion: To approve the minutes of the 33rd Annual General Meeting held on June 9th, 2021 with no errors or omissions.

Moved: Jackie Lynch

Seconded: Patricia McNabb

Carried.

4. INDEPENDENT AUDITOR'S REPORT / FINANCIAL STATEMENTS

Tim Nelles provided general comments with regards to the agency's operating results for 2021-2022. Tim is an Independent Auditor, and Grant Thornton Chartered Professional Accountants are not part of BICR. The auditor's responsibility is to express an opinion on the financial statements based on the audits. The audits are conducted in accordance with the Canadian generally accepted auditing standards. Those standards require that Grant Thornton comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

Tim proceeded to present BICR's Financial Statements for the year ending March 31st, 2022. He stated that the Grant Thornton were welcomed by the agency and were provided with the documentation necessary to conduct the audit. He mentioned that the audit was completed

without any concerns and the agency provided all the accurate documentation for the audit. Copies of the financial statements were circulated prior to today's meeting.

Based on the audit, the operating budget of approximately \$6,500,000 was appropriately managed. Of the \$6,500,000 budget approximately \$5,000,000 was used towards wages. There was an operating surplus of approximately \$240,000.

Tim stated he was happy to report that all accounting records are in excellent position and there are no significant items to report. There is a small surplus that will be added to the reserve fund which will put the agency in a better position for next year. Tim mentioned it was a seamless transition working previously with Sandra Harding and now with Wendy Bowen. Tim thanked Frank, Wendy and the Accounting Department for all of their assistance.

Motion: To approve the Independent Auditor's Report/Financial Statements ending March 31st, 2022 as presented.

Moved: Doug Kane

Seconded: Luc Savoie

Carried.

5. OTHER BUSINESS

President's Report

Nick Ostryhon presented the President's Report. He then thanked all of the Board of Directors and staff for their hard work and dedication. Nick thanked all of the staff for everything that they have done to keep participants safe throughout the pandemic and said what an amazing job everyone did.

Chief Executive Officer's Report

Frank thanked the celebrating employees and the Board of Directors for their continued support, time, and commitment to the agency. He is very pleased to have the AGM in person this year as having this celebration over Zoom is not the same. He thanked all of the staff for their amazing efforts throughout the pandemic. Frank and the Board are thankful to all staff for continuing to keep participants safe during these very hard times. He noted that the agency received exemplary status from Accreditation Canada this year which is a testament to staff's dedication and hard work. Frank thanked Tim Nelles for the chartered accounting services. Frank thanked and expressed his appreciation to the Management team for their daily dedication and support they provide to him and to staff.

Frank thanked Brian Minard for his many years of service on the Board. He welcomed new Board of Director, Wayne DeGaust. Wayne will be an excellent addition to the Board.

Appointment of Auditor's

Motion: To appoint the accounting firm of Grant Thornton for the operating year of 2022-2023.

Moved: Luc Savoie

Seconded: Jackie Lynch

Carried.

Recognition of Directors

Nick Ostryhon – President

Christine Reeves – Secretary

David Shapiro – Director

Dr. Tricia Pailing – Director

Brian Minard – Director

Luc Savoie – Vice President

Doug Kane – Treasurer

Jackie Lynch – Director

Sharon Cochrane – Director

Patricia McNabb – Director

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

7. Meeting adjourned at 5:45 p.m.

Motion: To adjourn the 34th Annual General Meeting.

Moved: Patricia McNabb

Seconded: Luc Savoie

Carried.

Independent Auditor's Report

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

Qualified opinion

We have audited the financial statements of Brain Injury Community Re-Entry (Niagara) Inc., which comprise the statement of financial position as at March 31, 2023, and the statements of operations, changes in net assets, and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, except for the effects of the matter described in the Basis for Qualified Opinion section of our report, the accompanying financial statements present fairly, in all material respects, the financial position of the Organization as at March 31, 2023, and its results of operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for qualified opinion

As disclosed in Note 2 of the financial statements, purchases of property and equipment are recorded in the statement of operations as an expense in the period acquired. Purchases of land and building are recorded at cost and are amortized to the extent of principal repaid on the related mortgage during the year. This constitutes a departure from Canadian accounting standards for not-for-profit organizations. The impact of this departure from Canadian accounting standards for not-for-profit organizations on these financial statements have not been determined and therefore we were not able to determine the adjustments necessary to revenue, expenses, excess of revenues over expenses and cash flows from operations for the year ended March 31, 2023 and 2022, assets at March 31, 2023 and 2022 and net assets as at April 1 and March 31 for both 2023 and 2022 years. Our opinion on the financial statements for the year ended March 31, 2022 was modified accordingly because of the effects of this departure from Canadian accounting standards for not-for-profit organizations.

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

Responsibilities of management and those charged with governance for the financial statements

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

In preparing the financial statements, management is responsible for assessing the Organization's

Independent Auditor's Report (continued)

ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Organization or to cease operations, or has no realistic alternative but to do so.

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

The logo for Grant Thornton LLP, featuring the company name in a stylized, cursive script.

St. Catharines, Canada
June 5, 2023

Chartered Professional Accountants
Licensed Public Accountants

Brain Injury Community Re-Entry (Niagara) Inc.

Statement of Financial Position

March 31

2023

2022

Assets

Current

Cash	\$ 1,881,044	\$ 1,488,760
Short-term investments (Note 3)	907,320	881,062
Accounts receivable	41,700	30,539
Prepaid expenses	35,363	16,835
Funds held in trust for residents	44,251	45,955
	<u>2,909,678</u>	<u>2,463,151</u>

Long-term

Richardson Court Facility reserve funds on deposit	31,988	12,331
Property and equipment (Note 4)	789,273	842,441
Goodwill (Note 5)	85,577	85,577

\$ 3,816,516 **\$ 3,403,500**

Liabilities

Current

Accounts payable and accrued liabilities	\$ 526,872	\$ 326,632
Program funding payable	955,426	852,743
Deferred revenue	13,548	14,686
Liability for resident funds held in trust	44,251	45,955
Current portion of bank loan (Note 6)	13,606	13,178
Current portion of long-term debt (Note 7)	19,440	19,213
	<u>1,573,143</u>	<u>1,272,407</u>
Bank loan due on demand (Note 6)	220,181	233,786
	<u>1,793,324</u>	<u>1,506,193</u>

Long-term

Long-term debt (Note 7)	73,270	92,710
	<u>1,866,594</u>	<u>1,598,903</u>

Net assets

Unrestricted	379,724	379,724
Internally restricted - Reserve Fund	1,538,210	1,412,542
Externally restricted - Richardson Court Facility Reserve (Note 8)	31,988	12,331
	<u>1,949,922</u>	<u>1,804,597</u>

\$ 3,816,516 **\$ 3,403,500**

Commitments (Note 10)

On behalf of the board

Douglas Kane Director

[Signature] Director

See accompanying notes to the financial statements

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Brain Injury Community Re-Entry (Niagara) Inc.

Statement of Operations

Year ended March 31

2023

2022

Revenue		
Ministry of Health	\$ 6,336,817	\$ 6,207,826
Fee for service	362,629	345,653
Rental income	75,396	76,634
Resident fees and recoveries	118,940	111,183
S.E.E.D. grants	17,562	21,416
	<u>6,911,344</u>	<u>6,762,712</u>
Expenses		
Building and grounds		
Amortization	32,391	31,733
Occupancy costs	183,934	178,497
Interest on long-term debt	9,288	11,396
Utilities	49,228	47,417
Maintenance	143,252	172,940
Contracted out	19,697	20,664
Employee benefits	731,763	717,154
Equipment	15,669	53,087
Insurance	89,435	85,160
Office	44,376	25,248
Participant costs	139,249	132,228
Professional fees	20,056	11,676
Supplies	59,714	71,011
Telephone and general expenses	68,528	48,882
Training	45,197	30,590
Travel	95,314	49,536
Wages	5,094,433	5,067,024
	<u>6,841,524</u>	<u>6,754,243</u>
Excess of revenue over expenses before other items	<u>69,820</u>	<u>8,469</u>
Other items		
Cemetery Gardening Angels revenue	63,799	66,443
Donation and fundraising revenue	37,240	42,176
Interest income	66,280	9,957
Cemetery Gardening Angels expenses	(55,716)	(53,395)
Fundraising expenses	(15,819)	(3,926)
Vehicle amortization	(20,279)	(23,983)
	<u>75,505</u>	<u>37,272</u>
Excess of revenue over expenses	<u>\$ 145,325</u>	<u>\$ 45,741</u>

See accompanying notes to the financial statements

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BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.

DONATIONS
2022 – 2023

DONATIONS IN MEMORY

Jason Schachtschneider

DONATIONS AND SPONSORSHIPS 2022 – 2023

Advanced Office Solutions	Horton Automatics
Beatties Business Products	James Wilder
Bestway Bedding Ontario Inc.	Jim's No Frills
Beverly & Bo Macri	Lancaster Chown & Welch LLP
Boston Pizza	Luc Savoie
CAA Niagara	Melissa Mason
Canada Pro Plumbing & Rooter Inc.	Meridian Credit Union Ltd.
Christine Baille	Micro Tech Niagara Inc.
Complete Comfort Niagara Inc.	Mountainview Homes (Niagara) Ltd.
Corporate Facility Supply Inc.	Niagara Golf Warehouse
David Hastings	Niagara Helicopters
David Shapiro Barrister & Solicitor	Niagara Motors
Designs by Santy Inc.	Patricia Fryer
Diana Marshall	Patricia Smith
Emerald Janitorial Service	Safe Stor Records Management
Family First Pharmacy	Sarah Peters
Frank's Feather & Fin Ltd.	Stamford Centre Volunteer Fireman's Association
Geoffrey Hunt	Steamatic Niagara
Golf Town	Take Off Cannabis
Grant Thornton	Theory Labs Corp.
Guy Rizzo - Young's Insurance	Thorold Foodland
Harvey Moving & Storage Inc.	Trius Winery
Heartland Forest	Vermeer's Garden Centre
Holiday Inn & Suites	Wayne Deguast