

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.



ANNUAL REPORT
2023 - 2024

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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.

As your new BICR President, I would like to extend a warm welcome to the 36th Annual General Meeting. First, I would like to recognize the outstanding accomplishments made by our out-going president Nick Ostryhon. Having served the Board of Directors since 1988, and president since 2003, Nick has taken this organization from its humble beginnings of a rented house with 9 staff members to where we are today, serving the Region of Niagara with well over 320 participants. This accomplishment could not have been possible without the hard work and dedication of our valued staff, which we appreciate greatly. Nick is the last of the 3 founders of this organization, and will continue on the board as a Director.

Thankfully, we now see the better part of COVID in our rear-view mirror. Although it is still about, it gives us much confidence to know that our dedicated staff have shown their ability and determination to work through it, while keeping our participants safe. We can now get on with our lives, and get back out into the community we belong in.

While moving ahead, we have seen the recent move for our PET program into the newly renovated Merrittville Hwy site, now known as the "The Hub". Renovations are currently underway to the program area of the main office so we can host our own training, and we continue to work on our Strategic Directions: Affordable Housing, Learning & Leisure Guide, Aging, and Patient Safety.

While Nick has left me with large boots to fill, I know that with your continued support, we can continue to accomplish great things at BICR.

On behalf of the Board of Directors, I thank you again for your dedication and service to this organization, and the participants that we serve. It is greatly appreciated.

Please stay safe, and enjoy a great summer.

Respectfully,

DOUGLAS KANE

PRESIDENT

RAPPORT ANNUEL DU PRÉSIDENT

2023 - 2024

En tant que nouveau président de BICR, j'aimerais vous souhaiter la bienvenue à notre 36^e assemblée générale annuelle. Pour commencer, j'aimerais reconnaître les réalisations extraordinaires de notre président sortant, Nick Ostryhon. Ayant siégé au conseil d'administration depuis 1988 et assumé les fonctions de président depuis 2003, Nick a dirigé l'organisme depuis ses origines modestes, dans une maison louée et dotée d'un personnel de 9 membres, pour le transformer en l'organisme d'aujourd'hui, qui offre des services à plus de 320 participants dans la région de Niagara. Cela n'aurait pas été possible sans le travail acharné et le dévouement des membres estimés de notre personnel que nous apprécions grandement. Nick, le dernier des trois fondateurs de BICR, continuera à siéger au conseil d'administration.

Heureusement, la COVID est plus ou moins derrière nous. Bien que le virus circule encore, nous sommes rassurés de savoir que les membres dévoués de notre personnel ont pu montrer leur capacité et leur détermination à surmonter les moments difficiles tout en assurant la sécurité de nos participants. La vie peut maintenant reprendre son cours normal et nous pouvons retourner à nos activités dans la communauté.

Nous avons récemment commencé à offrir le programme PET (Programme de formation axée sur la capacité personnelle de rendement) à notre emplacement récemment rénové (« The Hub ») sur la route Merrittville. Nous rénovons aussi l'aire des programmes au bureau principal pour que nous puissions y offrir notre propre formation. De plus, nous continuons à travailler aux priorités en lien avec nos orientations stratégiques : Logements abordables, Guide des possibilités d'apprentissage et de loisirs, Vieillir dans la communauté et Sécurité des participants.

Bien que Nick ait mis la barre haute, je sais qu'avec votre soutien continu, nous pourrons continuer à accomplir de grandes choses à BICR.

Au nom du conseil d'administration, je vous remercie de nouveau de votre dévouement et des services que vous offrez à l'organisme et aux participants. Nous vous en sommes très reconnaissants.

Profitez bien de l'été et restez en sécurité.

DOUGLAS KANE

LE PRÉSIDENT DU CONSEIL D'ADMINISTRATION

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
CHIEF EXECUTIVE OFFICER'S ANNUAL REPORT
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I am so please to extend my congratulations to all staff celebrating milestone service anniversaries, thank you for all your dedication. The organization is proud of the new PET site located on Merrittville Highway. Staff and management are thrilled with the new site and opportunities offered.

I am excited for our partnership with BIAN and shared programming being offered at both PET and BIAN locations. This partnership allows participants a greater number of opportunities to progress with their rehabilitation goals.

The organization continues to work diligently on our four strategic goals:

1. Affordable Housing
2. Aging in the Community
3. Patient Safety
4. Learning & Leisure Guide

During this past year, BICR has hosted an information session on ABI and aging, supportive housing and revamped the learning and leisure guide to include input from survey results from participants and families. We continue to value information we receive from our participants and their family members to ensure our services are reflective of the community we serve.

I am happy to announce that the writer has been appointed to the Board of Directors for Heartland Forest. This will continue BICR's partnership with this fantastic organization and provide opportunities for our participants.

BICR is preparing for our site visit in May 2025 from Accreditation Canada and the hard work has already started. I want to take this opportunity to thank our Board of Directors, Management team, and all the staff for their dedication and perseverance while making BICR the great organization that we are all so proud to be employed with.

FRANK GRECO
CHIEF EXECUTIVE OFFICER

C'est avec grand plaisir que j'adresse mes félicitations à tous les membres du personnel qui marquent un jalon important dans leurs années de service. Un grand merci pour votre dévouement. BICR est fier du nouvel emplacement du Programme de formation axée sur la capacité personnelle de rendement (PET) sur la route Merrittville. Le nouvel emplacement et les possibilités qu'il offre aux participants font le bonheur des membres du personnel et de la direction.

Je suis très heureux du partenariat établi avec la Brain Injury Association of Niagara (BIAN) et des programmes que nous offrons conjointement aux emplacements du programme PET et de la BIAN. Ce partenariat donne aux participants un plus grand nombre de possibilités de se rapprocher de leurs objectifs de réadaptation.

Nous continuons de travailler avec acharnement aux priorités en lien avec nos orientations stratégiques :

1. Logements abordables
2. Vieillir dans la communauté
3. Sécurité des participants
4. Guide des possibilités d'apprentissage et de loisirs

Au cours de la dernière année, BICR a tenu une séance d'information sur les lésions cérébrales acquises et le vieillissement et les logements avec services de soutien. Le guide des possibilités d'apprentissage et de loisirs a aussi été remanié pour inclure les résultats du sondage mené auprès des participants et des familles. La rétroaction des participants et des familles est pour nous très importante, car elle nous permet de nous assurer que nos services répondent aux besoins de la communauté desservie.

Je suis heureux d'annoncer que l'auteur a été nommé au conseil d'administration de Heartland Forest. Cela permettra de consolider le partenariat établi entre BICR et cet organisme fabuleux et ouvrira des possibilités pour nos participants.

BICR se prépare déjà en vue de la visite sur place d'Agrément Canada, qui aura lieu en mai 2025. J'aimerais profiter de cette occasion pour remercier notre conseil d'administration, notre équipe de direction et tous les membres du personnel de leur dévouement et de leur persévérance. C'est grâce à eux que nous sommes tous si fiers de travailler à BICR.

FRANK GRECO

LE DIRECTEUR GÉNÉRAL

GENERAL OVERVIEW

This fiscal year, the Intake Department received approximately 160 referrals, a small increase over last fiscal years 150 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 120-150 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.

The Intake Coordinator continues to have 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. Niagara Health System, Community Shelters (Southridge, Salvation Army), CMHA, 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 remained in 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. 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.

With the assistance of the Administration Department, the Intake Coordinator sent out letters and brief functional assessments to all those who reside on the Residential or Supported Living waitlists. The waitlist list for these programs has since be update and are an accurate representation of the need for more Residential beds and supportive living in the in the community.

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INTAKE DEPARTMENT ANNUAL REPORT

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Over the course of the last fiscal year, the Intake Coordinator has worked alongside the Project Manager to ensure that the information inputted into the agencies data management software is reflective of the true numbers. The goal of this initiative was to be able to pull waitlist and timelines directly from the software instead of keeping manual waitlist. After many months of testing and cross referencing, we are finally able to utilize the tracking software and discontinue the use of manual waitlist and monthly statistics.

INTAKE STATISTICS

Number of calls during fiscal year 2022-2023	
Referrals for Service	Request for Info about Programs & Services
160	236

Number of referrals based on gender	
Male	Female
109	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 are 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
2023 - 2024

INTRODUCTION / GENERAL OVERVIEW

Over this past year our teams have continued to provide high quality support and service to the participants and families we serve. We've focused on the principles of empowerment, clarity, and coalition. There's also been an emphasis placed on rapport building with participants through the use of Relationship Management principles found in our Safe Management training program. Looking ahead we want to carry on with taking this approach. This past year also saw us continue to foster established relationships and partnerships with participants, families, and community partners.

The Modular Services Manager supervises the Case Management program, Therapeutic Recreation Services, and the St. Paul Transitional Living Program. 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 distributed quarterly throughout the year. The transition to the new space at "The Hub" went well. So far, it has shown to be a great location to facilitate group activities and events.
- A full day of rai-CHA training was completed in December. As of January 1, staff who are trained on the assessment are completing these assessments for all participants in comprehensive services and those who have been referred to COSS.
- The St. Paul Transitional site assisted 2 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
2023 - 2024

GENERAL OVERVIEW

Case Management is a time-limited service that provides initial service coordination with participants. Case Coordinators assist with developing participant goals and service planning to address participant’s support needs. Furthermore, Coordinators aid participants in accessing additional resources, advocating by addressing immediate concerns, and referring participants to other community support services as needed. In addition, participants request various BICR programs and services such as Recreation, Vocational, Social Work, and Psychology. Ongoing assessment determines if further internal and/or external referrals are needed. For instance, referral to 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).

STATISTICS

Below is an overview of the average statistics from the past year, encompassing the total number of caseload files managed by Case Coordinators within Case Management.

TOTAL FILES ADMITTED	FILE CLOSURES / DISCHARGES	TRANSFERS TO OTHER BICR PROGRAMS
45	21	20

File discharges are initiated when participants no longer receive BICR services for various reasons. File closures occur when there is no contact with an applicant, the applicant declines service, applicant no longer reside in the Niagara Region. A file closure also occurs when a participant no longer requires Case Management services and continues to receive support in another BICR program. Most file transfers occurred to Community Outreach Support Services to help participants achieve their long-term goals and address their ongoing support needs.

HIGHLIGHTS

Case Coordinators remain actively engaged in various committees and facilitates training sessions within the agency including Joint Health and Safety, InterRai Cha Assessment Committee, Safe Management Training, and Mental Health First Aid Training. Additionally, Case Coordinators participate in information sessions facilitated by addiction services, mental health services, and housing agencies.

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CASE MANAGEMENT PROGRAM ANNUAL REPORT
2023 - 2024

CHALLENGES

Managing cases involving addiction, mental health, and homelessness can be challenging due to the complexities of these issues. Providing comprehensive support often requires a multidisciplinary approach involving healthcare professionals, housing agencies, mental health and addiction community organizations. Coordination among various agencies, addressing immediate needs such as housing, while providing acquired brain injury support, are key challenges in effective case management for individuals with complex needs. Extensive waitlists for housing programs and services in the Niagara Region, especially for supportive independent living, gear-to-income and affordable housing are significantly affecting vulnerable individuals to receive the support they need. Furthermore, the rising cost of living has affected participants' capacity to afford transportation and engage in recreational and leisure pursuits.

OPPORTUNITIES

The Case Management team will continue to assess existing caseloads to enhance participant support, and ensure seamless service from Intake to Case Management. Additionally, Case Coordinators will continue to foster 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

2023 - 2024

GENERAL OVERVIEW

Brain Injury Community Re-entry (Niagara) Inc. (BICR) takes pride in offering a variety of recreational services to our participants and those who are on our waitlist. We continue to foster many partnerships within the Niagara Region in order to provide the best recreational programming we can. These partnerships include but are not limited to the Niagara Parks, Brock University, Niagara College, BIAN and the Niagara Ice Dogs. It can be said with great confidence that we will continue to offer high quality programming and recreational events over the years to come.

STATISTICS

CALENDAR EVENTS & GROUPS	NUMBER OF UNIT 10 EVENTS	TOTAL NUMBER ATTENDED (UNIT 10, GROUPS & EVENTS)	PARTICIPANTS SOLELY ACCESSING REC SERVICES	TOTAL ADMISSIONS
185	258	4198	14	24

PROGRAM HIGHLIGHTS

- The continued publishing of the Learning & Leisure Guide
- Joint program facilitation with the PET program
- Completion of the Annual Bowl-a-thon in June 2023
- Continued quality programming including:
 - WRAP at the School of Horticulture
 - Wood Working at Heartland Forest
 - Bowling at Parkway Social
 - Men's and Women's Groups
 - Welland and St. Catharines Diner's Clubs
 - Wacky Wednesday's
 - Music Trivia
 - Pub Games
- Continued offering 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
- Continued assistance with the CGA program

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
2023 - 2024

GENERAL OVERVIEW

Rural Services are provided to individuals in the following cities around the Niagara Region: Fort Erie, Crystal Beach, Ridgeway, Port Colborne, Wainfleet and Stevensville. There are currently 14 participants on the caseload with two on the waitlist. Each individual receives services weekly or biweekly to suit their individual needs. This 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 the community as comfortably as possible. 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 is currently partnered two days a week with BIAFE (Brain Injury Association of Fort Erie), running a day program for individuals who are looking for a social outlet. In this program individuals work together in order to complete tasks they face on a regular basis. These include; hygiene, social gatherings, promoting healthy eating, and exercise. Currently, this program runs Mondays and Tuesdays. Due to the demand of day program services, the two agencies have split Monday and Tuesday programs. This allows for more participants to benefit from the program. In the past, participants were able to attend both dates averaging 7-9 participants per day. Programming may include; art, education around hygiene, budgeting, and socializing within proper behaviors for different settings. The Day Program has also added night events such as movies under the stars, and drop in socials. Rural Services has been allocated one Rehabilitation Councilor to help out in the Outreach program. Due to minimal supports and programs in the community, currently there is minimal to no transportation available and families needing support or respite.

Rural Services has now started "BBQ With Friends" in Ridgeway every other Tuesday through the summer, from the end of May to mid-September. This has been a great event with an amazing turn out, with live music and new activities on certain occasions.

Currently, Rural Services partners with different agencies around the Niagara Region. These include, 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, P.E.T Therapy, and the Vocational department.

CHALLENGES

This year has been challenging in the Rural Area as transportation, low programming, and availability to services has been present. The majority of individuals living in this area are limited to the amount of activities and programming they can take part in. Many find it hard to get to other BICR programs as transportation and limited supports are available.

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RURAL SERVICES COORDINATOR ANNUAL REPORT
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OBJECTIVES FOR THE UPCOMING YEAR

- Maintain the partnerships that have been put in place and continue to utilize them whenever possible, as well as making new partnerships.
- Continue to support participants and their families with the best support and dignity possible through Rural Services.
- Rural Services/ BIAFE day program are also planning on completing some fundraising craft sales in order to help with some costs or activities planned, as well help with individuals feeling more independent with having meaningful work.
- Currently BICR/BIAFE are trying to arrange and figure out a plan to partner with the canoe and dragon boat club in Welland to try out boating as an ongoing outing.
- Continue Waverly beach BBQ throughout the summer months again collaborating with other departments in the agency and BIAFE.

CHELSIE YUNGBLUT
RURAL SERVICES COORDINATOR

**BOWDEN SUPPORTIVE INDEPENDENT LIVING PROGRAM ANNUAL REPORT
2023 - 2024**

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 8:00AM - 8:00PM Monday-Friday and 10am-6pm Saturday and Sunday.

Currently, there are seven clients participating in the Bowden SIL program. The program typically runs at capacity. The program is supporting five participants in bachelor apartments and two living in a one-bedroom apartment. There are 12 units in the building. 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. The Bowden program is focused participant's ability to continue living independently with a heavy focus on community connections, social skill development, budgeting, harm reduction, schedule building, and making healthy choices for minds and bodies.

HIGHLIGHTS FOR 2023- 2024

The team at Bowden continues to nurture community partnerships; including:

- Niagara Regional Housing
- Brain Injury Association of Fort Erie (B.I.A.F.E.)
- Canadian Mental Health Association
- The Boys and Girls Club of Fort Erie
- The 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
- St. Vincent de Paul
- St. Michael's Church (which offers food vouchers every 3 months).

In 2022/2023, Fort Erie discontinued bus services in the area and implemented a specialized on-demand ride-share transit system that costs \$3/ride within 'city limits' (Fort Erie, Crystal Beach, Ridgeway, and Stevensville). BICR staff provided coaching on how to utilize the new transit system. As of 2023/2024, the service continues to provide additional access to transportation for participants to enter the community independently. Presently, Bowden has two participants that utilize the service semi-regularly.

Bowden has made a concerted effort to increase group outings for Bowden participants. Activities of interest include hockey games (in Fort Erie and Niagara Falls), movies, and food outings. Bowden continues to utilize an agency vehicle, which continues to prove indispensable in connecting Bowden participants to events throughout the agency and facilitating group activities. Moving into 2024/2025,

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BOWDEN SUPPORTIVE INDEPENDENT LIVING PROGRAM ANNUAL REPORT
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Bowden participants are looking forward to summer food outings, some patio gardening, and fishing on the Niagara River.

The Bowden program has worked diligently, post COVID-19 measures, on rebuilding 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.

Within a typical day at Bowden, participants receive full staff support, when needed, to complete grocery shopping, and to attend medical appointments and other social gatherings.

Two Bowden participants have accepted positions with Cemetery Gardening Angels for the 2024 season.

CHALLENGES

Addiction and harm reduction is an ever-present element of BICR services at Bowden. Addiction, substance abuse (primarily marijuana and alcohol), and daytime intoxication put a strain on participants' monthly budgets and make it difficult to attend activities with any cost associated. Intoxication also presents a health and safety concern when determining if participants are fit to attend social outings and events.

Additionally, earned income/employment is a primary focus for many of the Bowden participants. Despite the support of BICR Vocational and Fort Erie Job Services, Fort Erie currently suffers from a lack of employers willing to make accommodations or provide supports for the individuals at Bowden 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.
- **Harm Reduction:** To reduce the risks associated with continued and frequent marijuana and alcohol use
- **Positive habit building:** Encouraging the use of calendars, schedules, and consistency to increase stability in participants' lives and improve long-term outcomes.
- **Increasing 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 to learn 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 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 ran another session of the Pre-Vocational Program, in collaboration with the Personal Effectiveness Training Program this year. The program offers a 12-week training workshop to prepare participants for returning to work post-ABI, including 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 Goodwill Niagara and The Humane Society of Greater Niagara. 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 volunteer opportunities with staff support, and all have moved forward with employment opportunities through the Cemetery Gardening Angels program.

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. These collaborations have given us access to employment resources in order to assist our participants with job searching and developing interview skills.

Cemetery Gardening Angels provided gardening services for 177 plots throughout 10 cemeteries in the Niagara region during the 2023 season. This allowed us to provide employment opportunities for 21 individuals between BICR participants and other individuals with disabilities. With the retirement of our flower manager, Louis G. came the challenge of finding a place to store our flowers prior to the 2024 planting season. An arrangement was made with Victoria Lawn Cemetery to store the plants in a secure locked area on the grounds, which will be very convenient while planting, as Victoria Lawn holds our greatest number of plots to care for. In addition, it was also arranged to store Cemetery Gardening Angels equipment such as tools, watering cans, wreaths, and toppers in the storage area.

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.

VOCATIONAL SERVICES ANNUAL REPORT

2023 - 2024

Having all the tools and supplies on hand during the 2024 season will make for a much smoother and more efficient working term.

This past year, our partnership with The Salvation Army Kettle Bell Campaign resumed, with 8 participants employed in seasonal positions as Kettle Bell Workers. Participants were able to benefit from the work experience and extra income over the holiday season.

STATISTICS

Total Admissions	5
Total Closures in Program	9
Caseload Range	33 – 35
Waitlist Range	8 – 22
Jobs Secured in Seasonal Employment	29

CHALLENGES

The primary challenge Vocational Services faced this past year was centered around staffing, both in the department itself and within the Cemetery Gardening Angel’s participant team. The first challenge arises from having a department consisting of only two members; when one member is absent, the department is often left shorthanded. Also, the Cemetery Gardening Angels team consists of participants, each with their own set of challenges and barriers. This can affect the reliability and effectiveness of the CGA workforce. At times, it can be challenging to consistently maintain a full complement of employees for each shift, due to unplanned absences or failure to report for scheduled shifts amongst the participant crew. This can impact the quality and timeliness of work, affecting the experience for paying clients of Cemetery Gardening Angels.

Ensuring participants and clients from Cemetery Gardening Angels are receiving excellent service is the main priority of the Vocational Department. With this focus in mind, it will be important to find solutions to overcome the staffing challenges that impacted the growth of CGA in 2023.

An additional challenge for the Vocational Department is the current job market in Niagara Region. Many have returned to work; demand for new employees in entry level positions has decreased since the end of the pandemic. The scope of open opportunities has changed as well; new job postings are often multi-layered, the successful applicant must be able to complete numerous responsibilities (stocking, cashier, customer service). This can present challenges for those with acquired brain injuries who may not be able to meet all the skill criteria.

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. This affected the rate at which Vocational Services were able to open and assist new participants within the department.

OBJECTIVES

Vocational Services is hopeful that as we move forward, we are able support more participants in 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. The department also strives to provide the best service to its Cemetery Gardening Angels clients and hopes to continue growing the company with increased advertising in the 2024 season.

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

DIANNE JACKSON

VOCATIONAL FACILITATOR

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
COMMUNITY OUTREACH SUPPORT SERVICES ANNUAL REPORT
2023 - 2024

The Outreach Program is currently serving approximately 147 people who reside in the Niagara Region. In the past year we had 25 individuals who received first service with us and 22 people who moved on from the Outreach Program. Our staffing compliment currently consists of a total of 22 people, 15 who are working full time, 4 who are part-time, 2 who are Temporary and 1 who is on a Leave of Absence.

This past year the Outreach Program has welcomed two new staff into our service. Dylan Watson is working with us in the capacity of Rehabilitation Counsellor and is also being shared with St. Paul and Bowden Programs. Jenny Steingart is also working Part-time with COSS in the capacity of Rehabilitation Counsellor.

As a program, we continue to see people who are living in the community and require support with various activities in order to maintain their independence. Of particular concern in the past year has been an emerging problem of participant's housing security. As living expenses increase, our participants on fixed incomes are having great difficulty keeping up with the basic necessities of life: housing, food and transportation.

Regarding housing security, Case Facilitators have started providing a monthly housing security score as part of their monthly statistics that they keep on their participants. The 5 point subjective rating scale provides a way of monitoring our participant's housing security as a whole. It will be interesting over the next couple of years to see how these ratings change if trends continue toward increased costs for housing.

Regarding food security, we are seeing an increase in food bank usage with some of our participants. Again, as food prices increase, our participants who are on fixed incomes, have less money left over after paying their rent for food. Pressure is being placed on the social safety nets like food banks and shelters to try to accommodate these increased needs. Unfortunately, many of our participants who struggle with these basic needs, turn to methods of coping that are not always helpful. We are seeing a greater number of our participants struggling with various types of substances in some cases developing unhealthy dependencies.

One of the ways that BICR is addressing these increasing living pressures and needs that we see our participants presenting with to establish or in some cases re-establish partnerships with key organizations in our community.

Specifically, we have had Gateway Residential and Community Support Services present to our community staff. Gateway offers housing support programs such as Housing First, Landlord Engagement, Supportive Housing, Home for Good, Assertive Street Outreach. We recently reciprocated by presenting to the Gateway staff on our services and supporting people with ABI.

In addition, we have developed over the past year a very exciting partnership with CASON, our community addictions service provider. We are currently working with them to re-implement the SUBI Program and are co-presenting at this year's Hamilton Brain Injury Conference. It is very likely that this partnership will lead to further individual counselling collaborations in the future for BICR and CASON. As life becomes more challenging for us all, we need each other more than ever.

SCOTT FARRAWAY
COSS PROGRAM MANAGER

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
LONG TERM CASE MANAGEMENT ANNUAL REPORT
2023 - 2024

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 2023 - MARCH 2024

CASELOAD APRIL 2023	ADMISSION	DISCHARGES / FILE CLOSURES	TRANSFERS	CASELOAD MARCH 2024	WAITLIST MARCH 2024
26 participants	2	2	0	26	1

The above statistical information provides an overview of the Long-term Case Facilitators caseload from April 2023 to March 2024. This writer started the fiscal year with 26 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 requested ongoing support.

AREAS OF SUPPORT

The Long-term Case Facilitator refers to the Social Needs Screening tool as an assessment guide. Health and safety is monitored on an on-going basis and external services such as Home and Community Care are accessed as required. The writer works collaboratively with the participant to address their immediate needs providing guidance and support as needed. Participants request assistance navigating various supports such as the medical system, transportation services, housing services, Government Services (forms and applications), tax services, food banks, legal services, comprehension of correspondence etc.. The writer also supplements the support provided by other departments reinforcing the strategies already put in place and providing additional compensatory strategies as needed. Participants requested assistance with instrumental activities of daily living such as grocery shopping, organizing strategies, managing their medical appointments, benefit submission, household management. The Long-term Case Facilitator provides education around falls prevention, infection prevention, coping strategies, conflict resolution, smoking cessation, insect control and self-care. The Long-term Case Facilitator provides emotional support and guidance to participants and their caregivers. The writer reviews the L&L guide with participants and informs them of opportunities for recreational/social engagement in the community.

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
LONG TERM CASE MANAGEMENT ANNUAL REPORT
2023 - 2024

The writer encourages natural supports such as family and friends as the participant transitions to discharge. 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. (12 crises were tracked during the aforementioned year). Because of the flexibility in this role the writer is able to support participants in times of higher need and then reduce their hours when appropriate.

TRANSFERS

There were no transfers during this fiscal year.

DISCHARGES

Two participants were discharged one passed away and the other mutually agreed that discharge would be appropriate.

SPECIAL PROJECTS

From April 1, 2023 to March 31, 2024, participants who have been Transferred/Discharged from Comprehensive and Modular Services have completed thirty-six Transition / Discharge Surveys. Results are given 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
2023 - 2024

GENERAL OVERVIEW

The fiscal year of 2023-2024 saw many significant changes to the Personal Effectiveness Training (PET) program that BICR offers. The most notable change is the conclusion of the 30-year partnership with March of Dimes, as of May 2023. The end of the long-standing partnership with MOD brought unexpected changes to the PET program. This change has contributed to an opportunity of incredible growth and evolution with the PET program. Programming now focuses solely on the needs of individuals with ABI.

The structure of PET has continued to evolve to a hybrid, drop-in activity program with one day per week designated as a respite day program. Our most popular programs include music therapy with our new music therapist Kurt Dunn, Art & Soul, and Bonus Bingo. A few virtual programs remain available such as music therapy and adapted dance. Pre-Employment and Brain Basics are adaptable enough that a virtual session can be available on an as-needed basis.

Programs introduced this year include Baking Skills and Model Railway Club. Model Railway Club developed because of a participant's love for trains, and his dream for an accessible, all-inclusive model railway club. The Art & Soul program has connected with a new, local business in Niagara, *From the Art Studio*, who join us on a quarterly basis for painting ceramics.

RESOURCES & TRAINING

Resources for participants at PET now include pairs of walking poles available for sign out and used in healthy living exercise and outdoor walking programs. Participants have also taken advantage of the available iPads to sign out, with individualized training if needed.

Training programs are available for participants to build coping skills and cognitive strategies. These programs include Pre-Employment, which is a program partnered with the vocational department and includes a supported volunteer block; Brain Basics Series that focuses on encouraging further recovery through knowledge and practice; and Healthy Living with Life Skills which is a discussion group focused on learning ways to improve quality of life through communication, positive life choices, and healthy habits. An hour of adapted exercises follows the discussion in the Healthy Living Series.

PARTNERSHIP WITH RECREATION DEPARTMENT

This year's partnership with the Rec Department has seen the return of our Spring Fling and Halloween Dances. Other partnered programs such as Casino and Pub Games continue to be some of our most popular programs based at The Hub.

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
PERSONAL EFFECTIVENESS TRAINING ANNUAL REPORT
2023 - 2024

PARTNERSHIP WITH VOCATIONAL DEPARTMENT

The partnership with the Vocational department is expanding each year. Participants had the opportunity to sign-up for a pre-employment program giving them soft skills for employment readiness, workplace strategies as well as opportunity to practice skills in a volunteer placement. The pre-employment program co-facilitated with the two departments, has been very successful with the recommendation of offering this again in the fall.

The increased communication between departments, gives participants on the waitlist for Vocational Services an opportunity to be involved in supported volunteering through the PET program. Volunteering opportunities give participants a chance to learn about their strengths and limitations, adds meaningful experiences to resumes, and an opportunity to give back to the community.

OPPORTUNITIES AND FORECAST

The PET program is excited to see a strengthened and more formalized partnership with Brain Injury Association of Niagara with plans on collaborating for several larger scale programs on an ongoing basis. The first joint venture will be Brain Injury Awareness in the Park, scheduled for June 2024.

Take Home Cooking Series will return as programs where participants will have opportunities to be involved in cooking healthy, cost effective meals. The cooking series will also highlight adaptive equipment that participants may consider using when preparing meals.

The PET is collaborating with the Intake Department to develop a group orientation for participants deemed eligible for BICR services and are now on the waitlist for Case Management. This collaborative program would highlight all the services BICR has to offer, help educate families, welcome participants to the agency while reducing potential wait times.

The PET program values additional suggestions and feedback from participants as a way to continue to offer meaningful programming. The engagement from our participants drives the future of the PET programming. We are looking forward to the growth and challenges ahead!

KATIE HILL

PET COORDINATOR

GENERAL OVERVIEW

This report covers the period from April 1, 2023 to March 31, 2024. 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.

Residential Services support 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 health status and behaviour. The teams have adjusted how they support aging participants who are experiencing further cognitive and physical decline. The topic of ABI and Aging has been one of our Strategic Directions for the agency. An information session open to participants, families, and staff held in September 2023 focused on ABI and Aging and covered resources available in Niagara for seniors. Our residential teams continue to coordinate with Home and Community Services for occupational therapy, physical therapy, incontinence care, swallowing assessments, and 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.

A reassignment of residential programs for two of the Programs happened in early December. The Managers worked on this change, by familiarizing themselves with protocols to reduce the impact of this transition on the participants, family members and staff. Intermittent scheduling challenges throughout this fiscal year continued with the biggest challenge in finding qualified Relief Staff to work at our Residential sites. At times, the challenges required staff to be flexible with their time by extending shifts or working at another site. Additional staff are cross-trained giving them opportunities to work at more than one location.

The residential teams remain committed to the agency's strategic directions with a focus on creating an overall culture of safety. The 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 exemplary care 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.

The Buckley program operates 7 days a week from Monday to Friday 8:00 am – 9:00 pm and Saturdays - Sundays from 10 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 2023-2024:

- One participant independently attends monthly art and computer classes offered through the Victoria Public Library.
- A participant, who was married on a previous trip to Palestine, was finally able to navigate the safe arrival of his wife and have her live with him at Buckley.
- There have been staff changes at Buckley with a new manager. This change has created a diverse effective team with a variety of skills and knowledge.
- A 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.
- Niagara Regional Housing continues to renovate the kitchen area in the apartments with new fridge and stoves.
- One participant received funding for a motorized scooter at no cost, helping him to be more independent in his community.
- A participant has become a member at the Coronation Centre located at The McBain Community Centre. The participant is involved in exercise programs 3 times per week.
- Several participants have reconnected with Art Class at The Hub 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 2023-2024

- 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; this waitlist is approximately 8 years.
- With the increase in homelessness in the area, safety awareness for participants and staff has heightened. Reviewing safety protocols has become a regular conversation with participants, this includes conversations regarding walks in the evening or early morning, using the stairwells instead of the elevators and reporting individuals demanding food or money.
- As of late, there has been an increase in bed bugs and cockroaches in the Buckley Building. Staff encourage participants to be diligent regarding the cleanliness of their apartments, this includes daily reminders to remove garbage, recycling and decluttering items not needed.
- As staff continue to focus on increasing programming and community access, 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 The Hub, 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.

OBJECTIVES FOR THE UPCOMING YEAR INCLUDE:

- A continued focus on establishing daily, meaningful routines for participants where independence and continued 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
- Continue to encourage the participants to access the Wellness and Healthy Living program that is 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 Buckley program will work on maintaining and strengthening their partnership with Niagara Regional Housing and March of Dimes.

TINA HORTON
TEAM COORDINATOR

CHRISTINE WILLIAMS
PROGRAM MANAGER

GENERAL OVERVIEW

St. Paul Transitional Living Program offers individuals living with the effects of an Acquired Brain Injury and a formal mental health diagnosis a community-based, shared living setting with 24-hour rehabilitation support. St Paul supports a maximum of 5 BICR participants, originating from anywhere in Ontario. 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. 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. 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. This past year participants at St. Paul have utilized support internally from Psychology, TRS, PET, and Vocational services. Assistance in accessing supports externally within the community is provided in an individualized manner. Neuropsychiatry consultation is an integral part of St. Paul services and is provided by Dr. Seyone. He consults participants 6 days per year and is accessible to the program via email in between his visits. Dr. Seyone continues to offer his services via Zoom. Dr. Cudmore, Clinical Director and Psychologist, continues to be an invaluable resource for the participants and staff within the program. Dr. Cudmore is at the site providing individual counseling sessions to participants every other week.

HIGHLIGHTS

St. Paul continues to provide an opportunity for participants to improve their overall level of functioning and quality of life that they likely otherwise would not get. A participant's average length of stay at St. Paul is 2-3 years.

Currently, St Paul is supporting 7 individuals; 5 BICR participants and 2 CMHA clients. During this fiscal year two participants have transitioned out of the program while two have moved in. The most recent participant moved in at the beginning of March. St Paul staff continue to work diligently at establishing a positive therapeutic rapport with participants. The team is managing their relationships with participants by being empathetic, non-judgmental, and participant centered. The principles of empowerment, clarity, and coalition are leaned on when supporting participants with their rehabilitation pursuits.

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
ST. PAUL TRANSITIONAL LIVING PROGRAM ANNUAL REPORT
2023 - 2024

CHALLENGES

- The Team Coordinator and a longer tenured Case Facilitator have been off on an extended leave of absence. The team has missed the Coordinator's stability, consistency, and coaching. The duties of these individuals have been divided up amongst several members of the team.
- Supporting participants with a substance use problem continues to be challenging.
- St. Paul works closely with outside agencies but continues to encounter challenges in providing a supportive discharge living environment, 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.

OBJECTIVES

- 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.
- Continue to encourage and promote community involvement.
- Encourage and assist participants in discovering personal interest, 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.

BRANDON PEARSON
PROGRAM MANAGER

Over the past year, Psychology Services has continued to have one full-time Psychologist, who also serves as BICR's Clinical Director. The Psychologist reports to the Chief Executive Officer and the Board of Directors. Clinical services provided by Psychology include: assessment (e.g., neuropsychological, psychological, behavioural), treatment (e.g., counselling and psychotherapy) and consultation (to BICR and other external community-based rehabilitation providers). 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 13 referrals for neuropsychological assessment were made to Psychology over the year. There were 17 new files opened and 12 files were closed.

During the 2023 - 2024 year, Psychology services provided to participants of BICR totaled approximately 50.2 percent of the Psychologist's weekly hours, including both direct and indirect services to either individuals or family members / support persons of participants. Psychological services were provided to a total of 62 unique participants, with an average of 48 unique participants having contact with the Psychologist each month. The large majority of recipients of Psychological services come from Ministry of Health-funded participants referred from Intake/ Case Management, COSS, Residential and Modular services. A small portion of Psychological services is provided to fee-for-service referrals.

The Psychologist maintained regular involvement with the Management team, the Admissions Committee, the St. Paul Transitional Program admissions and the Behavioural Ethics Committee. 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 also participated in clinical consultations and partnership meetings in relation to creating and launching a Substance Use and Brain Injury support program in collaboration with CHIRS and CASON.

Across the agency, the Psychologist continued to monitor progress on participant goals through the use of the Goal Attainment Scale (GAS), and saw that we were successful in supporting approximately 70 percent of participants to meet or exceed their identified goals within the 2023-2024 year.

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 57 participants and family members per month. Eighteen new participants were added to the caseload and eighteen participants were discharged. There is a current waiting list of 18 participants.

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 counseling for participants and their family members in combination of in person and virtual (both phone and video) counselling sessions. Participants appreciate the flexibility of service as their health needs and transportation barriers constantly change.

The Social Work program continued to support participants on mental health and addiction issues, as well as couples counseling, learning to cope with change and anger management. The Social Work program supported participants and their families who are still dealing with isolation, loneliness, and high anxiety in post-Pandemic world.

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.

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

Last year was an extremely busy but exciting time for the agency and the administration team.

Activities included:

- Providing a wide range of administrative support to participants, families, staff and programs, with specific support for the CEO, Psychologist and Social Worker positions.
- Committee membership, including Board of Directors, Falls, Joint Health & Safety (JHSC), Admissions, Behavioral Ethics, Participant Centered Care (Engagement), Golf and Bowling Fundraisers, Emergency Response & Outbreak (EROC), Staff Social Wellness, French Language Services and Participant Safety Steering Committee.
- Records Management activities, including filing, scanning, archiving, storage and destruction
- Reception coverage, mail distribution, forms creation and word processing
- Incident tracking, database & statistical support
- Purchasing and resource management
- Publications including the Staff Internal Digest, Brainwaves, Learning & Leisure Guide, Participant Handbook and Brochures.
- Technology including database management, computer systems, telephone and voicemail, user and password maintenance, help desk, website maintenance, etc.
- Event support: Golf Tournament & Bowling Fundraiser, Annual General Meeting, Open Space, Training, Meetings, etc.
- Privacy Support (PHIPA), including privacy requests for information and training
- PPE Inventory and Reporting
- Accreditation Canada activities
- Participant Safety initiatives
- Building Maintenance, House Inspections and Repair

STRATEGIC INFORMATION SYSTEMS PLANNING (SISP)

EQUIPMENT: Both Xerox colour and black/white photocopiers in operation at the main office were near their end of life and targeted for replacement in 2023. The two new machines are both colour production, enhancing the functionality for printing while establishing a robust back up. In addition, the main copier has fax capabilities, eliminating the need to maintain a separate fax machine.

At year end, 11 new systems were purchased (7 laptops, 4 desktops) to replace old systems. The agency will continue to be aggressive in replacing systems older than 2018 in order to ensure that all systems can upgrade to Windows 11 as of October 2025. In review: 74% of systems are 0-4 years old, 23% are 5-7 years old, 3% are 8-10 years old.

BICRsuite: The agency continued work on generating reports for various departments including COSS, Vocational, Rural, PET, Recreation, Psychology and Social Worker. This process generated discussion in each area as manual vs system generated statistics were compared. As of January 2024, Intake statistics are being generated by the database.

InterRAI CHA: In December 2023, the agency relaunched the InterRAI CHA assessment with a full day training session for all Record Binder Designates in Case Management, COSS, SIL and Residential programs. As of January 2024, InterRAI CHA assessments are being done on a regular basis in these departments. Two administrative staff provide key support to the COSS department for this function, completing assessments in the AcuteNet assessment software.

INTRODUCING “THE HUB”

After over 13 years at its Martindale Road location in St. Catharines, the P.E.T., Recreational and Vocational departments were moved to Thorold, to either Merrittville Highway (PET & Recreation) or Schmon Parkway (Vocational) respectively. This was an enormous undertaking over a short period of time and included substantial renovation of the new Merrittville site to suit the agency’s needs. Now moved in, the P.E.T. and Recreation program is nearby the main office and is centrally located within the Niagara region. The new space, called “The Hub”, is bright and airy and offers ample parking and easy access. Participants are thoroughly enjoying the new location. With its move and integration into the main office at Schmon Parkway, the Vocational department is also well established.

OTHER HIGHLIGHTS

- Participant and Family Satisfaction Surveys were completed in 2023 for all participants and families, with positive overall results.
- Privacy & Personal Health Information: A return to in person Documentation Orientation training to new staff and Refresher training to existing staff was the primary focus in the last year.
- Supported the agency’s 24th Golf Tournament at Willodell Golf Club of Niagara on September 15th, where over \$9,581 was raised.
- The Emergency Response and Outbreak Committee (EROC) finalized their detailed review of the emergency response plan, outbreak and pandemic plans to incorporate new protocols and processes that were established during the pandemic. In addition, the agency prepared for the Solar Eclipse event in April 2024 by providing solar eclipse safety information to staff in the Staff Internal Digest and providing solar eclipse glasses to staff on a limited basis.
- Participated on the Participant Safety Steering Committee which provides participant incident statistics and information to the Board of Directors on a quarterly basis. In 2023, there were 337 incidents reviewed.
- Completed comprehensive participant record binder audits in Community Outreach Support Services.
- Staffed the agency’s BINGO fundraiser at Delta Bingo & Gaming in St. Catharines.
- Introduced to new Accreditation Canada software in late 2023. The new OnboardQI program allows for access to Accreditation Standards as well as the ability to create and manage self-assessments. BICR will be assessed on the following: Governance, Leadership, Acquired Brain Injury, Medication Management for Community Based Organizations, Infection Prevention & Control for Community Based Organizations and Service Excellence (new) Standards.

GOALS FOR THE UPCOMING YEAR

- Coordinate and prepare for the Accreditation Canada Survey scheduled for May 2025.
- Switch the Program Room and Rapley Room at the main office to provide a better utilization of space.
- Transition staff to two-factor authentication login process when connecting remotely to the office.
- Continue mandatory reporting of PPE statistics to the province.
- Complete the annual French Language assessment as mandated by the province.
- Destroy participant records as per the agency's retention schedule.
- Complete participant record binder audits for Modular Services.
- Upgrade or replacement of old agency software (TimeShift & E-notes).
- Target replacement of computer systems to meet the Windows 11 deadline.
- Support fundraising initiatives including BINGO, Golf Tournament and Bowling Tournament.

HEATHER OLSZEWSKI

PROJECT MANAGER

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.

HUMAN RESOURCES ANNUAL REPORT

2023 - 2024

This fiscal year, our main focus in HR has been to continue our pattern of attracting and growing the talent pool within our Agency. From recruitment and onboarding, to training and performance management, we have endeavored to create an environment where every employee can thrive and contribute meaningfully to our agency and our participants.

FY 2023-2024 has been no different from previous years--we remained focused on providing equal opportunities to those interested in joining our team and making a difference in the lives of our participants and their families. With the influx of international students in the Niagara Region, we have had no shortage of applicants with international experience and education.

We have continued to work with Niagara College and Brock University to help provide placement opportunities for students. While students complete their placements, one of our main focus is providing them with the experience that will help them in their field of choice, while opening the door for potential permanent employment upon completion. We have been successful in onboarding placement students, by transiting their status to relief staff, if deemed fit.

Using data from the previous fiscal year, we have had a reduction in turnover via resignations. We have continued to provide internal opportunities to staff who strive for more hours, or a higher status. When staff find employment elsewhere, we find that they often have the desire to stay on as relief status, rather than resigning all together. We have also had a reduction in hiring needs, as a result of decreased turnover.

HR has continued to work with Program Managers and the Scheduler to provide more hours to current staff, by promoting and encouraging cross-training within other sites. This has led to more staff sharing, and more part-time and full-time opportunities within the Agency.

NEW HIRES EXTERNAL	
20	
Relief	12
Part Time	1
Full Time	3
Full Time Temp	4

DEPARTURES (INCLUDING SEASONAL STAFF)	
42	
Resignations	21
End of Contract	21

INTERNAL MOVEMENT / PROMOTIONS	
2	
Position Promotion	1
Permanent FT	5
Permanent PT	6
FT Temporary	2
Lateral Transfers	1
Status change to Relief	8

The Agency completed another Canada Summer Job season by taking on (4) students from various colleges and universities. The Agency went on to hire all (4) CSJ students upon completion of their contract, as relief permanent staff. We hope to continue this trend for the next fiscal year, by actively working with post-secondary institutions to provide opportunities to students via placements and CSJs.

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.

HUMAN RESOURCES ANNUAL REPORT

2023 - 2024

We have continued to provide internal training to our staff. We have had regularly scheduled training in First Aid CPR, Mental Health First Aid and Safe Management. This has provided our staff with the tools they need to support their participants safely and effectively. This fiscal year, the Agency completed their goal of completing the Respect in the Workplace certification as of December of 2023, and our annual WHMIS refresher and ERP was tackled in January/February of 2024.

In the world of Volunteers, we have started to ramp up volunteer opportunities in the Friendly Visits program. Recruiting new volunteers has continued to be a struggle, as the demand for Friendly Visits and day program assistance rises. We have been closely working with community partners to advertise our ongoing search of volunteers. Partners include Niagara College, Brock University, Job Gym and DSBN. We target individuals who are looking to become involved and gain volunteer hours for programs they are participating in. Program Managers and staff have continued to support our Delta Bingo efforts, by stepping up to represent BICR once a month. We have met all hours and requirements for Delta Bingo this fiscal year, and have had no interruptions in contributions.

Looking ahead to the next fiscal year, the Human Resources Department is committed to continuing its efforts in driving organizational success through ongoing strategic talent management, employee engagement, and development initiatives.

LISA YOUNG
DIRECTOR HUMAN RESOURCES

CLAUDINE RAPHENYA
HUMAN RESOURCES & VOLUNTEER COORDINATOR

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.

DIRECTOR OF FINANCE ANNUAL REPORT

2023 - 2024

The Director of Finance oversees the agency's accounting and finance functions including accounts payable, accounts receivable, payroll administration 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 Learning & Leisure, a member of Policy and Procedures Committee and the management team.

During 2023-2024, fundraising events and donations made it possible to raise over \$26,000 from the Bowling tournament and 24th Annual golf tournament. In addition, the agency received approximately \$11,500 for volunteering at Delta Bingo events. 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 2023-24 continued to provide personal support services wage enhancement funding for front line staff providing direct care throughout the pandemic and during the fiscal year moved the funding to become part of the agency's base funding. During the year, the Ministry of Health increased base funding for the agency's Ministry Managed Programs and Ontario Health provided additional one-time funding that has been confirmed to become base funding for 2024-2025 fiscal year. Early in the fiscal year, the Ministry of Health managed program funding was transferred to Ontario Health to streamline funding, accountability and reporting.

The Director of Finance is a member and co-chair of the Quality Committee that continued meeting throughout the year to monitor and communicate the results of current initiatives. The Quality Plan for 2024/2025 has been finalized for the upcoming year. The 2024-2025 Quality targets and initiatives (QT&I) include several new performance indicators for 4 out of the 5 quality dimensions. The new indicators will monitor medication administration errors, participants attending events, participants successfully completing goals and staff turnover rates. QT&I monitor safety, access, participant satisfaction and involvement, integration and agency effectiveness. Results are monitored quarterly to identify progress and success. As always, the overall goal is to provide the highest quality of care with regard to the participant and family experience.

The agency's new strategic directions of Affordable Housing, Aging Population, Learning & Leisure and Patient Safety and the corresponding performance indicators have been implemented during the fiscal year within BICR's Strategic Direction scorecard and similar to the QT&I scorecard are reported, reviewed and monitored quarterly to identify progress and success and determine what is necessary for successful outcomes.

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

PRESENT: Frank Greco, Doug Kane, Sharon Cochrane, David Shapiro, Luc Savoie, Jackie Lynch, Wayne DeGaut, Dr. Tricia Pailing, Jayme Richardson (recorder)

REGRETS: Nick Ostryhon, Christine Reeves, Patricia McNabb

1. Meeting called to order at 5:15 p.m.

Frank Greco welcomed and thanked everyone for attending the 35th Annual General Meeting. Nick Ostryhon, President of the Board, is unable to attend the meeting today. Frank congratulated all the staff receiving awards this evening and the Board for all of their hard work and support.

2. Adoption of the Agenda

Motion: To adopt the Agenda for the 35th Annual General Meeting as presented.

Moved: Jackie Lynch

Seconded: Sharon Cochrane

Carried.

3. Review and approval of the minutes from the Annual General Meeting held on June 8, 2022.

Motion: To approve the minutes of the 34th Annual General Meeting held on June 8th, 2022 with no errors or omissions.

Moved: Luc Savoie

Seconded: Wayne Degaust

Carried.

4. INDEPENDENT AUDITOR'S REPORT / FINANCIAL STATEMENTS

Tim Nelles was unable to attend today's meeting. Wendy Bowen presented Tim's general comments that were provided with regards to the agency's operating results for 2022-2023. 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.

Wendy proceeded to present BICR's Financial Statements for the year ending March 31st, 2023. Wendy stated that the Grant Thornton was welcomed by the agency and were provided with the documentation necessary to conduct the audit. Tim wrote 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.

Tim stated 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.

Motion: To approve the Independent Auditor's Report/Financial Statements ending March 31st, 2023 as presented.

Moved: Doug Kane

Seconded: David Shapiro

Carried.

5. OTHER BUSINESS

President's Report

Frank Greco read the President's Report on behalf of Nick Ostryhon. Nick announced in his report that he will be stepping down as the President of the Board. He has been President since 2003 and a Board of Director since 1988. Nick will stay on the Board as long as his health allows. Doug Kane has taken over as the new President of the Board starting in June 2023. He thanked the staff and the Board for all of their hard work and dedication.

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. The Boards efforts and commitment is crucial to the agency's success.

Frank acknowledged all of 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. Frank thanked Doug Kane for agreeing to become our new President. Frank thanked Tim Nelles for the chartered accounting services. Frank expressed his appreciation to 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.

Appointment of Auditor's

Motion: To appoint the accounting firm of Grant Thornton for the operating year of 2023-2024.

Moved: Jackie Lynch
Seconded: Sharon Cochrane
Carried.

Recognition of Directors

Doug Kane – President	Luc Savoie – Treasurer
Christine Reeves – Secretary	Nick Ostryhon – Director
David Shapiro – Director	Jackie Lynch – Director
Dr. Tricia Pailing – Director	Sharon Cochrane – Director
Wayne Deguast – Director	Patricia McNabb – Director

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

7. Meeting adjourned at 5:40 p.m.

Motion: To adjourn the 35th Annual General Meeting.

Moved: Dr. Tricia Pailing
Seconded: David Shapiro
Carried.

Independent Auditor's Report

Grant Thornton LLP
80 King Street
Suite 200
St. Catharines, ON
L2R 7G1

T +1 905 682 8363
F +1 905 682 2191
www.GrantThornton.ca

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, 2024, 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, 2024, 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, 2024 and 2023, assets at March 31, 2024 and 2023 and net assets as at April 1 and March 31 for both 2024 and 2023 years. Our opinion on the financial statements for the year ended March 31, 2023 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 ability to continue as a going concern, disclosing, as applicable, matters related to going concern and

Independent Auditor's Report (continued)

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 font.

St. Catharines, Canada
May 28, 2024

Chartered Professional Accountants
Licensed Public Accountants

Brain Injury Community Re-Entry (Niagara) Inc.

Statement of Financial Position

March 31

2024

2023

Assets

Current

Cash	\$ 2,476,710	\$ 1,881,044
Short-term investments (Note 3)	945,271	907,320
Accounts receivable	67,238	41,700
Prepaid expenses	60,849	35,363
Funds held in trust for residents	31,130	44,251
	<u>3,581,198</u>	<u>2,909,678</u>

Long-term

Richardson Court Facility reserve funds on deposit	58,709	31,988
Property and equipment (Note 4)	774,012	789,273
Goodwill (Note 5)	85,577	85,577
	<u>85,577</u>	<u>85,577</u>

\$ 4,499,496 **\$ 3,816,516**

Liabilities

Current

Accounts payable and accrued liabilities	\$ 600,023	\$ 526,872
Program funding payable	1,416,235	955,426
Deferred revenue	8,098	13,548
Liability for resident funds held in trust	31,130	44,251
Current portion of bank loan (Note 6)	14,089	13,606
Current portion of long-term debt (Note 7)	19,670	19,440
	<u>2,089,245</u>	<u>1,573,143</u>
Bank loan due on demand (Note 6)	206,092	220,181
	<u>2,295,337</u>	<u>1,793,324</u>

Long-term

Long-term debt (Note 7)	53,600	73,270
	<u>53,600</u>	<u>73,270</u>

2,348,937 **1,866,594**

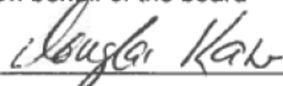
Net assets

Unrestricted	379,724	379,724
Internally restricted - Reserve Fund	1,712,126	1,538,210
Externally restricted - Richardson Court Facility Reserve (Note 8)	58,709	31,988
	<u>2,150,559</u>	<u>1,949,922</u>

\$ 4,499,496 **\$ 3,816,516**

Commitments (Note 10)

On behalf of the board



Director



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	2024	2023
Revenue		
Ministry of Health	\$ 6,659,568	\$ 6,336,817
Fee for service	371,672	362,629
Rental income	79,397	75,396
Resident fees and recoveries	125,396	118,940
S.E.E.D. grants	19,700	17,562
	<u>7,255,733</u>	<u>6,911,344</u>
Expenses		
Building and grounds		
Amortization	33,044	32,391
Occupancy costs	271,887	183,934
Interest on long-term debt	8,633	9,288
Utilities	49,367	49,228
Maintenance	170,014	143,252
Contracted out	22,536	19,697
Employee benefits	789,493	731,763
Equipment	26,892	15,669
Insurance	84,583	89,435
Office	22,184	44,376
Participant costs	145,395	139,249
Professional fees	27,000	20,056
Supplies	77,751	59,714
Telephone and general expenses	79,618	68,528
Training	49,405	45,197
Travel	95,907	95,314
Wages	5,233,344	5,094,433
	<u>7,187,053</u>	<u>6,841,524</u>
Excess of revenue over expenses before other items	<u>68,680</u>	<u>69,820</u>
Other items		
Cemetery Gardening Angels revenue	55,940	63,799
Donation and fundraising revenue	38,148	37,240
Interest income	131,011	66,280
Cemetery Gardening Angels expenses	(54,255)	(55,716)
Fundraising expenses	(13,648)	(15,819)
Vehicle amortization	(16,113)	(20,279)
	<u>141,083</u>	<u>75,505</u>
Excess of revenue over expenses	<u>\$ 209,763</u>	<u>\$ 145,325</u>

See accompanying notes to the financial statements

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BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.

DONATIONS
2023 – 2024

DONATIONS IN MEMORY

Anthony Jordan

Jason Schachtschneider

Augusta Macri

Stella Pawlik

DONATIONS AND SPONSORSHIPS 2023 – 2024

Advanced Office Solutions	Grant Thornton LLP	Micro Tech Niagara Inc. Mountainview Homes (Niagara Ltd.)
Beatties Business Products	Guy Rizzo	Nancy Frucci
Bestway Bedding Ontario Inc.	Harvey's Moving Holiday Inn & Suites Conference Centre	Niagara Golf Warehouse
Bruno & Ivana Galante	Horton Automatics	Niagara Helicopters Ltd.
CAA Niagara	James Wilder	Niagara Ice Dogs
Canada Pro Plumbing & Rooter Inc.	Jim's No Frill's #3134	Ontario Street Pharmasave
Celeste Daddio	Joan Frucci Mergl	Patricia Fryer
Central Auto Service	Jo-Ann Graham	Pierina & Carlo Felicetti
Christina & Art Casupanan	Joseph Convertini	Rob Phillips
Christine & Frank Iuliano	Karen Albanese	Rose Dagg
Christopher O'Connor	Leah Harban	Rosemary & Michael Brown Safestor Records Management
Cindy & Nazareno Candeloro	Linda & Timothy Chamberlain	Skycomp Solutions
Corporate Facility Supply	Lynne & Marc Sonier	Stamford Centre Volunteer Firemen's Association
David Hastings	Marble Slab Creamery	Thorold Foodland Vermeer's Greenhouses (Welland Inc.)
David Holt	Maria & Albert Demizio	Vlasta Stedron
David Shapiro	Maria Butera	Wendy Wilson
Debbie Clark	Maria D'Addio	Wilfred Hancock
Designs by Santy Inc.	Mary & Peter Cahill	
Diana Marshall	Maureen Kane	
Emerald Janitorial Service	Melissa Mason	
Frank's Feather and Fin Ltd.	Meridian Credit Union	
Geoff Hunt		