

BRAIN INJURY COMMUNITY
RE-ENTRY INC.

ANNUAL REPORT

2024 - 2025



ANNUAL REPORTS

2024 – 2025

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INTRODUCTION TO BICR

2024 - 2025

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 Ontario West HNHB 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 Ontario West HNHB or the government of Ontario.

CHAIR'S ANNUAL REPORT

2024 - 2025

On behalf of the entire BICR Board of Directors, I am pleased to welcome you to the 37th Annual General Meeting. It's hard to believe that a year has passed since my first report, however, it feels like we are progressing in the right direction. We are returning to our normal outings and activities in the community, and getting on with life.

As an organization, we continue to build on relationships with our many community partners, such as BIAN (Brain Injury Association of Niagara), CASON (Community Addiction Services of Niagara), Heartland Forest, and many others. We share the same goal of making a better life for those affected by an acquired brain injury.

We are now clearly seeing the benefits of programs such as the Cemetery Gardening Angels, by sharing its success with the participants we now employ, and the support of dedicated staff that has made it all happen. Our staff continue to shine, which allows us to continue serving the Region of Niagara with well over 330 participants. This accomplishment could not have been possible without the hard work and dedication of our valued staff, which we appreciate greatly.

Our PET program, recently moved into the newly renovated Merrittville Hwy site, now known as the "The Hub", has been well received by both staff and participants. Realizing that transportation is an issue for our clients, we plan on adding another agency van to ease some of those concerns, and allow more flexibility for our clients to access events and outings.

Renovations are now completed 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.

As we are all well aware, the agency has again entered into the Accreditation Canada process. The Board recognizes and thanks the amazing effort that is put forth by the staff under the guidance of Heather Olszewski. Together, we can showcase your dedicated abilities that make BICR a place we are all very proud of, and continue to support.

I would also like to thank the Board for their ongoing support of my position, always properly prepared for meetings, engaged with discussions, and their efforts in preparing for the ongoing accreditation process. We look forward to seeing you at the Brain Injury Awareness Month picnic in June at Heartland Forest.

Thanks to your continued support, we 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

Chair

Au nom du conseil d'administration de BICR, je vous souhaite la bienvenue à la 37^e assemblée générale annuelle. J'ai peine à croire qu'il s'est écoulé un an depuis mon premier rapport. Cela dit, j'estime que nous allons dans la bonne direction. Nous poursuivons nos vies et avons repris nos sorties et nos activités dans la communauté.

Notre organisme continue de renforcer les liens qu'il a tissés avec ses nombreux partenaires communautaires comme BIAN (Brain Injury Association of Niagara), CASON (Services communautaires de traitement des dépendances de Niagara) et Heartland Forest. Nous avons tous pour objectif d'améliorer la qualité de vie des personnes touchées par une lésion cérébrale acquise.

Nous pouvons observer les bienfaits de programmes comme celui des anges jardiniers du cimetière, dont la réussite revient aux quelque 330 participants que nous employons et à notre personnel dévoué. Tout cela n'aurait pas été possible sans le travail acharné et le dévouement de notre personnel. Nous lui en sommes profondément reconnaissants.

Notre programme PET (Programme de formation axée sur la capacité personnelle de rendement), qui a déménagé récemment à l'emplacement nouvellement rénové (« The Hub ») sur la route Merrittville, a été très bien accueilli par le personnel et les participants. Étant donné que le transport est difficile pour nos clients, nous prévoyons ajouter une autre fourgonnette pour atténuer ce problème et aider nos clients à participer aux activités et aux excursions.

Nous avons terminé la rénovation de l'aire des programmes au bureau principal afin de pouvoir y offrir nos propres formations. De plus, nous continuons à travailler à la mise en œuvre de nos orientations stratégiques : logements abordables, guide des possibilités d'apprentissage et de loisirs, vieillir dans la communauté et sécurité des participants.

Comme vous le savez, notre organisme a entrepris à nouveau le processus d'Agrément Canada. Le conseil d'administration reconnaît les efforts remarquables déployés par le personnel, sous la direction de Heather Olszewski, et l'en remercie. Ensemble, nous pouvons mettre en valeur vos capacités et votre dévouement qui font de BICR un endroit dont nous sommes tous très fiers et que nous continuons de soutenir.

Je tiens à remercier le conseil d'administration de son soutien à mon endroit. Les membres du conseil sont toujours bien préparés pour les réunions et participent activement aux discussions, en plus de travailler au processus d'agrément.

Nous avons hâte de vous voir au pique-nique à Heartland Forest en juin à l'occasion du Mois de la sensibilisation aux lésions cérébrales.

Je vous remercie de votre soutien, qui permet à BICR de continuer d'accomplir de grandes choses.

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 que nous servons. Nous vous en sommes très reconnaissants. Profitez bien de l'été et restez en sécurité.

Douglas Kane
Président du conseil

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
CHIEF EXECUTIVE OFFICER'S ANNUAL REPORT
2024 - 2025

Once again, this year we have 20 employees celebrating service anniversaries. What a great accomplishment for the organization and our employees. BICR continues to develop partnerships and would like to highlight our partnership in providing services with CASON for our SUBI groups.

This year has been extremely successful in many ways; however, I would be remiss not to mention that we have experienced the loss of several participants. BICR prides ourselves in our services and we are always heartbroken when we lose a part of our family. Our participant and family surveys were very flattering; however, we continue to attempt to improve each and every day.

Please hold the date of November 13, 2025 as our day of planning for Open Space that allows participants, families, and community partners to aid BICR in planning our strategic directions for the next four years.

Accreditation Canada will be arriving on May 4, 2025 to survey the organization. Thank you to all staff, participants, families and Board of Directors for all the hard work to prepare for this visit.

I am happy for a successful 2025 year for all participants, families and staff.

Frank Greco
Chief Executive Officer

RAPPORT ANNUEL DU DIRECTEUR GÉNÉRAL 2024 - 2025

Cette année, 20 employés célèbrent un anniversaire de service. Il s'agit d'une réalisation remarquable pour notre organisme et notre personnel. BICR continue de former des partenariats et tient à souligner sa collaboration avec CASON pour ce qui est de la prestation de services aux personnes ayant un trouble lié à l'usage de substances et une lésion cérébrale.

L'année écoulée a été fructueuse à bien des égards, mais je ne peux passer sous silence le décès de plusieurs participants. BICR est fier des services qu'il offre et le décès d'un membre de notre famille est toujours une lourde perte. Les résultats des sondages menés auprès des participants et des familles ont été très positifs, ce qui ne nous empêchera pas de redoubler d'efforts afin de continuer de nous améliorer.

Inscrivez le 13 novembre 2025 à votre agenda, car c'est ce jour-là que nous convierons les participants, les familles et les partenaires communautaires à notre forum ouvert qui aidera à définir les orientations stratégiques de BICR pour les quatre prochaines années.

Agrément Canada effectuera sa visite sur place le 4 mai 2025. Je remercie les membres du personnel, les participants, les familles et le conseil d'administration de tous les efforts qu'ils ont déployés pour nous aider à nous y préparer.

Je souhaite aux participants, aux familles et aux membres du personnel une année 2025 des plus fructueuses.

Frank Greco
Directeur général

INTAKE DEPARTMENT ANNUAL REPORT

2024 - 2025

GENERAL OVERVIEW

Over the course of the 2024–2025 fiscal year, the Intake Department received 139 referrals, marking a slight decrease from the previous year. Referrals continue to originate from a diverse range of sources including individuals and families, hospitals, rehabilitation centers, community agencies, and primary care providers. This steady flow of referrals is a clear indication of both the community’s ongoing need for acquired brain injury (ABI) support services and the continued visibility and trust BICR holds across Niagara and surrounding regions.

The Intake Coordinator remains the initial point of contact for applicants and their families, offering guidance, education, and compassion at what is often a very vulnerable time. In addition to processing referrals, the Intake Coordinator responded to 196 requests for information from the public, professionals, and other agencies. These inquiries serve as a vital component of community engagement and education, allowing individuals and their support networks to better understand what services may be available to them and how to access them.

A core component of the intake process includes identifying the unique needs of each applicant and assessing the supports they currently have in place. These assessments help determine appropriate next steps and eligibility, and provide valuable insight into service trends across the region. The Intake Coordinator is also responsible for maintaining and reviewing all program waitlists within the organization. As in past years, demand for BICR services has exceeded capacity, with most programs experiencing ongoing waitlists. This year, the average wait time for non-Residential/Supportive Living services averaged around 11 months, further underscoring the need for expanded service options and resources.

HIGHLIGHTS

- The Intake Coordinator continues to participate in a number of key internal committees, including the Admissions Committee and the Participant Safety Steering Committee. In addition to committee involvement, the Intake Coordinator is responsible for coordinating and facilitating the monthly Admissions Meetings, which serve as a collaborative forum to review applicant files, discuss eligibility criteria, and share relevant updates across programs.
- As part of ongoing outreach and system navigation support, the Intake Coordinator was invited to provide educational presentations and service overviews to various community partners, including staff at Gateway, NASO-Niagara Assertive Street Outreach and REACH. These presentations are an important part of community integration efforts, increasing awareness of ABI-related services and helping to ensure smoother transitions for individuals moving from in-patient to community-based supports.

INTAKE DEPARTMENT ANNUAL REPORT

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- BICR continues to maintain strong relationships with a number of high-volume referral sources, including Niagara Health System, Southridge Shelter, Salvation Army, Niagara Region Shelters, CMHA, Hamilton Health Sciences, and Hotel Dieu Shaver. These partnerships are critical in ensuring a coordinated approach to care and allow for more seamless referrals and follow-up.
- The Intake Coordinator has remained active in system-level planning and collaboration, continuing in the role of Co-Chair of the Human Services and Justice Coordinating Committee (HSJCC), and participating as a member of the Mental Health and Addictions Complex Care Resolution Table and the NOHT-ESON Sub-Committee on Integrated Care. These Tables offer vital opportunities to advocate for clients with complex needs and help develop regional strategies for supporting vulnerable populations.
- One of the initiatives of the NOHT-ESON Integrated Care working group is to support agencies with the completion of Co-Ordinated Care Plans. Several staff, across departments, have participated in training provided by Quest. With the support of the CEO and Project Manager, BICR has taken steps to re-apply for access to Health Partners Gateway (HPG). HPG is the electronic data base which holds the Coordinated Care Plan to ensure coordinated care across agencies.
- The Intake Coordinator was also invited to participate in the focus group for the development of a new community program, Transitions To Comprehensive Care (TTCC). This is a new program that is being launched by REACH Niagara to support those who have recently been released from custody.
- Significant progress was made in enhancing internal data management processes. In collaboration with the Project Manager, the Intake Coordinator worked diligently to ensure that referral and waitlist data entered into the agency’s management software was accurate and complete. After months of review, testing, and cross-referencing, the agency is now able to reliably pull real-time data directly from the system, eliminating the need for manual lists and streamlining monthly reporting practices.

INTAKE STATISTICS

Number of calls during fiscal year 2022-2023	
Referrals for Service	Request for Info about Programs & Services
139	196

Number of referrals based on gender	
Male	Female
81	58

CHALLENGES AND TRENDS

In recent years, the Intake Department has observed a steady rise in referrals involving individuals with increasingly complex needs, including dual or triple diagnoses of ABI, mental health conditions, and substance use disorders. A growing number of applicants also face housing instability, and many are referred directly from local shelters, hospital emergency departments, or outreach services.

INTAKE DEPARTMENT ANNUAL REPORT

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Unfortunately, the transient nature of this population presents unique challenges. Applicants may be discharged or leave facilities before the intake can be scheduled, and often lack stable housing, reliable communication tools, or up-to-date medical documentation.

In response to these systemic barriers, the Intake Coordinator continues to find practical and compassionate solutions, such as:

- Offering refurbished phones to individuals with existing SIM cards but no working device, enabling them to stay in touch for follow-up
- Maintaining strong relationships with outreach workers, shelter staff, and community mental health teams who can assist with re-engagement
- Remaining flexible in intake scheduling and meeting clients wherever possible — in person, virtually, or through collaborative supports

While there is no quick solution to the intersecting challenges of ABI, mental illness, addiction, and homelessness, the Intake Department remains committed to a person-centered, trauma-informed approach that prioritizes dignity, access, and continuity of care.

Kelly Stack
Intake Coordinator

MODULAR SERVICES ANNUAL REPORT

2024 - 2025

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 continue to focus on the principles in BICR's Model of Support to guide our services. There has been an emphasis placed on rapport building with participants through the use of Relationship Management principles found in our Safe Management training program. This year we were also able to continue to nurture 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 redesigned to a larger version with input and feedback from participants and families.
- The Case Management program grew from 2 full time and 1 part time team members to 3 full time Case Managers. The most recent addition has been helping with Intake to triage individuals who are deemed to be in more immediate need.
- The St. Paul Transitional site had 2 new participants move in while 1 transitioned back into the community. The program also continued to foster it's relationships with Hamilton Health Sciences, Dr. Seyone, CASON and the RAAM clinic.

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
2024 - 2025

GENERAL OVERVIEW

The Case Management Program is typically the first level of service that a participant receives once they have been deemed eligible for services. The Intake Coordinator oversees all incoming referrals and gathers necessary medical documentation to present to the Admissions Committee for review. Applicants often request a range of services, including Vocational Services, COSS, Social Work and Case Management. If a participant expresses interest in Case Management, they are on a waitlist. Once assigned, a Case Manager works collaboratively with the participant to review their support needs and coordinate appropriate services.

Case Managers conduct ongoing assessments to determine if additional referrals are needed, within the agency or to external service providers. They also assist with short-term goals such as securing housing, applying for ODSP, connecting with medical professionals, accessing addiction treatment services, and obtaining support for acquired brain injury. If longer term goals/care are required a Case Facilitator will be assigned.

STATISTICS

Below is the 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
50	33	19

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 services, or an applicant no longer resides in the Niagara Region. A file closure also occurs when a participant no longer requires a Case Manager and continues to receive support in another BICR program. Most file transfers occurred to Community Outreach Support Services (COSS) to help participants achieve their long-term goals and address their ongoing support needs.

HIGHLIGHTS

There are three staff working as Case Managers and all three are involved in a number of various committees and Facilitating trainings within the agency and community. One offers Mental Health First Aid training and another Safe Management training. Other committees involve, Ethic's Committee, Health and Safety, InterRai Cha assessment and the Situation Table Niagara Region. One Case Manger works specifically with individuals who have sustained a concussion.

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
CASE MANAGEMENT PROGRAM ANNUAL REPORT
2024 - 2025

CHALLENGES

Finding essential services for those in need has become extremely challenging. The strain on our health care system, lack of doctors/nurses, the shortage of affordable housing and cost of food to name a few.

There are always challenges for the Case Management team when supporting participants who are dealing with mental health issues, addictions, and housing instability. In the Niagara Region, extensive waitlists for housing programs, particularly supportive independent living, geared-to-income units, and affordable house are creating significant barriers. These delays are especially impactful for vulnerable individuals living with an Acquired Brain Injury (ABI), making it more difficult for them to access the stable supports necessary for their well-being and recovery.

Mental health and addictions continue to pose significant challenges, as many individuals are struggling without adequate support. A large percentage of our participants experience mental health issues, yet face barriers to accessing timely and appropriate care. Substance use disorders, particularly in the context of the ongoing opioid crisis continue to have a devastating impact on individuals, families, and communities. For Case Managers, collaborating with other agencies and locating suitable resources can be difficult, further complicating the path to recovery for those in need.

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 and work together to help support our participants.

Jonathan Williams
Case Coordinator

Julie McCourt
Case Coordinator

Jen Fenton
Case Coordinator

RECREATION SERVICES ANNUAL REPORT

2024 - 2025

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
186	334	4602	11	15

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 2024
- Reintroduction of residential recreation events
- 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. Catharine's Diner's Clubs
 - ❖ Wacky Wednesday's
 - ❖ Music Trivia
 - ❖ Pub Games
 - ❖ Niagara Lunch Club
- Continued offering of Recreational Activities including:
 - ❖ Science Center
 - ❖ Blue Jays Games
 - ❖ Ice Dogs games
 - ❖ Brock Sports events
 - ❖ Movies, etc.

RECREATION SERVICES ANNUAL REPORT

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- 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 11 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
2024 - 2025

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 case load with 2 on the wait list. Each individual receives services weekly or biweekly, depending on their individual needs. This may include; help with medical appointments, ADLs, budgeting, or court cases. Rural Services focuses on participants continuing to live 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 as well as working with other individuals and agencies.

Rural Services has 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 daily tasks such as; practicing good hygiene, participating in social gatherings, and promoting healthy living. 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 seven to nine participants per day. Programming may include activities such as; art, education around personal 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. Due to the minimal supports, programs and transportation available to families needing support or respite, Rural Services has been allocated one Rehabilitation Councilor to help out in the Outreach Program.

Rural Services has now started a “BBQ with Friends” in Ridgeway every other Tuesday from the end of May to the middle of September. This has been a great event, with a lot of turn out, and we now welcome (on occasion) live music and new activities.

Currently, Rural Services partners the following agencies around the Niagara Region: 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, and the Recreation, P.E.T., Vocational departments at BICR.

CHALLENGES

Challenges the rural area have had this year include; lack of transportation, availability to services and low program offerings. Transportation is the main issue as it limits the number of individuals who can access supports and programs.

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
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 programs are planning to host fundraising craft sales to help offset some activity costs, as well as help individuals feel more independent through 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 in order to add boating as an ongoing outing.
- Continue Waverly Beach BBQ throughout the summer months, once again, collaborating with other departments in the agency and BIAFE.

Chelsie Yungblut
Rural Services Coordinator

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
BOWDEN SUPPORTIVE INDEPENDENT LIVING PROGRAM ANNUAL REPORT
2024 - 2025

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.

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 one-bedroom apartments. There are 12 units in the building. There are 4 individuals living at 1A Bowden who are not affiliated with BICR; 2 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 mental and physical health status, community involvement, personal independence and self-improvement. The Bowden program is focused on enhancing one'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 2024- 2025

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)
- Niagara Region 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: hot meals every Wednesday, hygiene products the second Wednesday of each month, and a \$50 food voucher once every three months

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, Bowden participants are looking forward to summer food outings, some patio gardening, and fishing on the Niagara River.

BOWDEN SUPPORTIVE INDEPENDENT LIVING PROGRAM ANNUAL REPORT 2024 - 2025

One of the strongest factors in favour of the Bowden program is a small group of consistent staff and a small participant to staff ratio, which participants regularly credit with making their lives better. Within a typical day at Bowden, participants receive full staff support when needed, to complete grocery shopping, attend medical appointments, fill out and file important paperwork, and review the BICR Learning and Leisure Guide for activities of interest. Of note: three (3) Bowden participants have expressed interest in working for Cemetery Gardening Angels for the 2025 season.

CHALLENGES

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 2024/2025, the service continues to provide additional access to transportation for participants to enter the community independently. Presently, the system is experiencing scheduling/staffing concerns and participant involvement has declined.

Addiction and harm reduction is an ever-present element of BICR services at Bowden. Addiction, substance abuse, 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. A key focus for staff this year will be to emphasize the benefit of routine building, quality sleep, and harm reduction.

Earned income/employment is a primary focus for many of the Bowden participants. Despite the support of BICR Vocational, Fort Erie Job Services, and Job Gym (Fort Erie), it has been difficult for BICR Bowden participants to secure paid employment. One focus for staff this year will be to engage in meaningful conversations around budgeting and building habits/skills that increase employability.

OBJECTIVES FOR THE UPCOMING YEAR

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

- **People Centred Care:** Ensuring Bowden participants have the tools, partnerships, and services necessary to engage in self-directed decision-making achieve the best outcomes.
- **Safe and Appropriate Care:** To ensure health services are safe and free from preventable harm; to ensure care is evidence-based and people-centred; and emphasizing harm reduction to lower health risks and improve capacity for programming/work.
- **Integrated Care:** To ensure that BICR's relationships with community partners remain strong to facilitate continuous, well-coordinated care and smooth transitions.
- **Accessible Care:** ensuring people have timely and equitable access to quality health services
- **Positive Habit Building:** Encouraging the use of calendars, schedules, and consistency to increase stability in participants' lives and improve mental and physical health.

David Corman
Team Coordinator Bowden-SIL

VOCATIONAL SERVICES ANNUAL REPORT

2024 - 2025

GENERAL OVERVIEW

Vocational Services provides individualized support to participants with goals related to securing meaningful employment, volunteering in the community, and/or returning to school to continue their education. The Vocational Department currently consists of two Vocational Facilitators who work collaboratively to help participants achieve these goals. This includes partnering with community organizations, employers, and educational institutions to raise awareness of acquired brain injuries (ABI), assist participants through the job search and retention process, offer on-the-job coaching, and provide follow-up support to ensure long-term success.

The Vocational Programs of Cemetery Gardening Angels and The Salvation Army Kettle Bell Campaign have continued to offer valuable employment and training opportunities over the past year. These programs serve as important assessment tools for identifying participants' skillsets before they pursue additional employment opportunities in the community.

VOCATIONAL SERVICES HIGHLIGHTS

The Vocational Department ran another successful session of the Pre-Vocational Program, in collaboration with the Personal Effectiveness Training Program. This 12-week training workshop is designed to prepare participants for the possibility of returning to work after an ABI, offering 8 weeks of in-person group sessions followed by 4 weeks of volunteer placement. Throughout the course, participants receive feedback to help develop the skills necessary to achieve their individual vocational goals. The program also fosters partnerships with local volunteer organizations, including Goodwill Niagara and The Humane Society of Greater Niagara.

The curriculum covers essential topics such as brain basics, self-esteem, self-awareness, social skills, anger management, and strategies for overcoming workplace barriers. Participants gained hands-on experience through volunteer opportunities with staff support.

The Vocational Department has continued to strengthen collaborations with community partners, such as YMCA Employment and Immigrant Services, DSBN Transition to Employment, Ontario March of Dimes, and Job Gym. These partnerships have provided valuable resources for job searching and interview skills development, further supporting our participants in their employment journeys.

Cemetery Gardening Angels provided gardening services for 178 plots across 10 cemeteries in the Niagara region during the 2024 season. This initiative created employment opportunities for 23 individuals, including BICR participants and other individuals with disabilities. We planned with Victoria Lawn Cemetery to securely store plants on the grounds, which streamlined planting operations, as it holds our largest number of plots to maintain. Additionally, we stored tools, watering cans, wreaths, and toppers in the cemetery's locked storage area, making for a more efficient and productive work term.

This year, our partnership with The Salvation Army Kettle Bell Campaign also resumed, providing seasonal employment for 8 participants as Kettle Bell Workers. These participants gained valuable work experience and earned extra income during the holiday season.

VOCATIONAL SERVICES ANNUAL REPORT

2024 - 2025

STATISTICS

Total Admissions	22
Total Closures in Program	14
Caseload Range	28 to 38
Waitlist Range	7 to 21
Jobs Secured in Seasonal Employment	31

CHALLENGES

The primary challenge faced by Vocational Services this past year was related to staffing, both within the department and the Cemetery Gardening Angels (CGA) participant team. One key issue is that the department is currently staffed by only two members, meaning when one team member is absent, the department is often left short-handed. Additionally, the CGA team is composed of participants, each with their own unique set of challenges and barriers. This can impact the reliability and effectiveness of the workforce. At times, unplanned absences or participants failing to report for scheduled shifts can make it difficult to maintain a full team. This not only affects the consistency of the work, but can also impact the quality and timeliness of services, which ultimately affects the experience for paying clients of Cemetery Gardening Angels.

Ensuring that both participants and clients of CGA receive excellent service is the Vocational Department's top priority. With this in mind, addressing staffing challenges will be crucial in overcoming the obstacles that hindered CGA's growth in 2024.

Another challenge the department faced is the current job market in the Niagara Region. Many individuals have returned to work since the end of the pandemic, but the demand for new employees in entry-level positions has decreased. Job opportunities are now often more complex, with new postings requiring candidates to manage a variety of responsibilities (e.g., stocking, cashiering, and customer service). For participants with acquired brain injuries (ABI), this can be particularly challenging, as they may not meet all the skill criteria outlined in these multi-faceted job descriptions.

Despite the challenges faced this year, the Vocational Services department remains committed to providing high-quality support to participants and clients. Moving forward, addressing staffing gaps and adapting to the evolving job market will be key priorities. By finding innovative solutions to these challenges, we aim to enhance the overall effectiveness of Cemetery Gardening Angels and continue to support participants in their journey toward meaningful employment. With a focus on collaboration, flexibility, and participant-centered approaches, the department is dedicated to overcoming these obstacles and ensuring continued success for those we serve.

Dianne Jackson
Vocational Facilitator

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
COMMUNITY OUTREACH SUPPORT SERVICES ANNUAL REPORT
2024 - 2025

Another year has passed and The Outreach Program continues to provide community rehabilitation and support to individuals in the Niagara Region.

This past year has been marked with many interesting and challenging situations presented to us by those who we serve, who have one very unfortunate common denominator, a life changing Acquired Brain Injury. As we become part of their lives, we find ourselves engaging with them in real life, day-to-day struggles. Struggles relating to helping them find housing, assisting them with their finances, helping them access medical appointments, mediating between them and members of their support network, assisting them to access social/recreational activities in the community, helping them to organize the living environments and developing practical memory systems so they can manage their lives better.

Currently COSS has 149 active participants. In the past year we had 19 individuals who received first service with us and 13 people who were discharged from the Outreach Program.

The COSS Team is a remarkable group of Support Workers who really care about the people they serve. We currently have seasoned staff who have worked with COSS for many years, along with a few newer staff who have joined us from other parts of the agency and one case is completely new to BICR.

Our staffing compliment currently consists of a total of 18 people, 14 who are working full time, 3 who are part-time and 1 who is on a Leave of Absence.

This past year the Outreach Program has welcomed three new staff into our service. Olivia Del Vecchio, Stephanie John and Melissa Boston. Natasha Tomaino also returned from maternity leave last year and Jessica Cote is currently on a maternity leave.

One of the main challenges that we continue to see with a number of our participants is their ability to obtain and maintain safe, appropriate, affordable housing. For the past year we have collected Housing Security Date on our population that demonstrates that approximately 5.3% of the people we service (8 individuals) are currently living in settings that are inappropriate for their needs or are at risk of homelessness. In addition, approximately 9.3% of the individual we serve (14 individuals) are living in environments where they need more support then what is available to them, and/or are living with aging caregivers.

As reported last year, living expenses continue to increase. The cost of food, rent, transportation all continue to increase in the face of fixed incomes leading to increase stress and crisis on the lives of our participants and their families.

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.

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
COMMUNITY OUTREACH SUPPORT SERVICES ANNUAL REPORT
2024 - 2025

We want to highlight our Community Addictions Service of Niagara (CASON) partnership that we mentioned in last year's AGM report. This partnership has resulted in our running two six-week Substance Abuse and Brain Injury (SUBI) groups last year, one in the spring and one in the fall. We have benefited greatly from this partnership. Having staff whose expertise in addictions treatment has helped us to bring this support to our participants, who because of their brain injury might not otherwise have access to this treatment. In addition, we have been able to develop a direct intake referral process to CASON as a result of the relationships that we established through this partnership. This year we have modified our SUBI Program to resemble more of a SMART Recovery Program that will maintain a focus on promoting harm reduction in substance use, and will focus more on a supportive approach while still maintaining an educative component that will be driven by participants.

Another significant, and sometimes overlooked component of the Outreach Program, is our support of younger individuals who are being placed in the Long-Term Care service sector. We are currently serving approximately 12 individuals in LTC. Although our primary role is to assist people with the transition from community or hospital to Long Term Care, we also provide social/recreational opportunities to people living in LTC who don't fit with the programming available to them there. As part of our role in support of LTC participants, we provide ABI Education and behavioural consultation. For example, in the last year we were called upon to consult to Oakwood Park Lodge regarding a participant they were having a great deal of difficulty with. With the assistance of Dr. Cudmore and Amanda Whittard were able to arrange for special consultation and additional rehabilitation counsellor hours to support the LTC. As a direct result of our support, this situation was resolved and the resident continues to live in the facility without need for additional staffing from our program.

As we enter into a new fiscal year, we look forward to new challenges and opportunities to make a difference in the lives of those who we serve.

Scott Farraway
COSS Program Manager

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
LONG TERM CASE MANAGEMENT ANNUAL REPORT
2024 - 2025

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 2024 - MARCH 2025

CASELOAD APRIL 2024	ADMISSIONS	DISCHARGES / FILE CLOSURES	TRANSFERS	CASELOAD MARCH 2025	WAITLIST MARCH 2025
26 participants	4	2	0	28	0

The above statistical information provides an overview of the Long-term Case Facilitators caseload from April 2024 to March 2025. This writer started the fiscal year with 26 participants and ended with 28 participants.

REFERRALS / ADMISSIONS

The Long-term Case Facilitator received four referrals during this fiscal year, two from Case Management Services and two from Community Outreach Support Services, all requiring minimal support on an as needed basis.

AREAS OF SUPPORT

Participants requested assistance in the following areas: psychosocial support and collaborative problem solving, offering guidance on coping strategies and emotional well-being. The Long-term Case Facilitator provided assistance with housing concerns, which included speaking to landlords and building staff, connecting with housing agencies (i.e. Housing Help and Niagara Regional Housing) and provided help in accessing housing benefits (ie. Ontario Electricity Support Program, Canada-Ontario Housing benefit, Ontario Disability Support Program). Education on falls prevention, pest control, and compensatory strategies was also provided. Participants requested assistance with organizing, grocery shopping, understanding correspondence, and completing forms. The Long-term Case Facilitator assisted participants to access internal and community programs. Participants also requested attendance at medical appointments to ensure continuity of care and follow through. The writer reviews the L&L guide with participants and informs them of opportunities for recreational/social engagement in the community. The writer encourages natural supports, such as family, friend's community supports 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 (13 crises were tracked during the aforementioned year).

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
LONG TERM CASE MANAGEMENT ANNUAL REPORT
2024 - 2025

TRANSFERS

There were no transfers from the Long-term Case Facilitator to another department during this fiscal year.

DISCHARGES

Two participants were discharged this year. One participant transitioned to a Long-term care facility as the individual's needs were being met with in the facility's support system. The second participant discharged was not accessing services and after mutual discussion, agreed that discharge would be appropriate at this time.

SPECIAL PROJECTS

The Long-term Case Facilitator completes the Transition/Discharge Feedback Survey with participants following transition or end of service. The writer contacts the participants and/ or Power of Attorney when the Record binder designate changes, (because of services ending, changing between programs or with in programs and when a participant is no longer receiving any services from BICR). Survey results are used to evaluate the transition/discharge process; ensuring services continue to meet the needs of participants during and after their transition. During this fiscal year twenty-two surveys have been completed: The findings are provided to the management team and will be included in an upcoming Internal Digest.

Donna Rix
Long Term Case Facilitator

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
PERSONAL EFFECTIVENESS TRAINING ANNUAL REPORT
2024 - 2025

PROGRAM HIGHLIGHTS

The PET program continues to evolve as a dynamic hybrid of drop-in and sign-up activities, with one designated respite day each week. Participant engagement remains central to the development and success of our programming.

POPULAR & NEW OFFERINGS

- Reimagined Take Home Cooking Series – now refreshed and more engaging, offering accessible, healthy, and budget-friendly meals using a variety of kitchen tools from adaptive knives to regular gadgets that make life a lot easier. Participants take home a cookbook of tips and tricks for safe food handling, with healthy and affordable recipes.
- Community Café – formerly Healthy Living, Community Café is now a participant-driven discussion space, followed by an hour of adapted fitness.
- Music Therapy with Kurt Dunn remains a core program, available both in-person and virtually.
- Art & Soul continues with four series offered per quarter with a variety of mediums, including its quarterly ceramics sessions in partnership with *From the Art Studio*.
- Movie Making Series – a creative and collaborative program where participants developed their own skit show, with guidance from a professional music therapist and filmmaker. The final product is viewed at a Red-Carpet Event held at the Hub, where participants can bring a guest, dress up, and participate in the BICR Academy Awards ceremony.
- Stitch and Bitch – a participant-renamed yarn arts group for knitting, crocheting, and looming. Many items made were donated to local individuals in need, adding a heartwarming element of community service for the participants.

RESOURCES & PARTICIPANT TRAINING

- Walking poles and iPads continue to be available for sign-out, with personalized training upon request.
- Training Opportunities:
 - ❖ *Pre-Employment*: the 12-week program continues in partnership with the Vocational Department, including soft skill training like problem solving, communication, and social awareness, with added hard skill development through supported volunteer placements.
 - ❖ *Brain Basics Series*: a 10-week curriculum-based program promotes cognitive growth through education and recovery strategies, where participants can learn from the participant-driven discussions as much as the formal content.

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
PERSONAL EFFECTIVENESS TRAINING ANNUAL REPORT
2024 - 2025

KEY PARTNERSHIPS

- *Recreation Department:* The partnership sees the continuation of seasonal dances like Spring Fling and Halloween, as well as Casino and Pub Games at The Hub. The Christmas Luncheon was also introduced, where each participant was invited to a catered dinner at The Grantham Optimist Club.
- *Vocational Department:* The ongoing collaboration provides participants with specialized training to increase self-awareness, problem solving skills, and job readiness so they can re-enter the workforce.

COMMUNITY COLLABORATIONS & EVENTS

- *Brain Injury Awareness in the Park:* Our first annual event in collaboration with the *Brain Injury Association of Niagara* was a resounding success, with over 20 community vendors and 75+ visitors. We're excited to expand the initiative in its second year with new partnerships including the *Brain Injury Association of Fort Erie* and the *Ontario Brain Injury Association*. We hope for more community vendors, and a well-attended event, which will be held at Heartland Forest in Niagara Falls.
- *March of Dimes:* MOD Employment Services has become a staple and reliable collaborator for the pre-employment program, offering years of expertise in training and support for individuals with disabilities. For two sessions each series, MOD Employment Services instructs individuals on resume writing, interview skills, and the legalities relating to disabilities in the workforce.

As always, participant feedback is at the heart of PET. It is the voice of our participants that continue to shape and inspire the direction of the program. We are grateful to another impactful and creative year!

Katie Hill

Personal Effectiveness Training Program Coordinator

RESIDENTIAL SERVICES ANNUAL REPORT

2024 - 2025

GENERAL OVERVIEW

This report covers the period from April 1, 2024 to March 31, 2025. 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, 56 Rehabilitation Counselors and students from various academic programs.

The Residential program supports participants in all aspects of their life including activities of daily living, completion of life skills and behavioural management with frequent community involvement. All residential participants are working on individualized rehabilitation goals outlined in their Service Plan and reviewed annually.

Staff continue to collaborate with Dr. Linda Cudmore to discuss participants with more complex needs. Several participants within Residential Services have 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 understands the rationale of the restrictive procedure used. 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.

The residential teams remain committed to the agency's strategic directions with a focus on creating an overall culture of safety. All of our sites continue to use an electronic medication system (eMAR) for recording the administrations of medications and as a tool to reduce medication errors. Recently the agency improved their High Alert Medication procedure ensuring that two staff verify all medications classified as High Alert Medication. 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.

RESIDENTIAL SERVICES ANNUAL REPORT

2024 - 2025

As the work continues, the teams continue to focus on maximizing the safety for our participants. One of the sites purchased two new lifts to accommodate for a participant who has experienced health status changes related to her mobility. Where possible, the teams continue to coordinate with Ontario Health at Home for occupational and physical therapy, incontinence care, swallowing assessments, and the facilitation of referrals to Long Term Care Facilities. Ontario Health at Home supported one of the sites and advocated for additional nursing support for a participant experiencing complex, medical needs. This additional support gives the participant an opportunity to continue to reside in our Residential program.

We extend sincere gratitude to the residential staff for their enthusiasm, dedication and tireless efforts towards constantly striving to improve the quality of life for our residential participants. Our staff are truly the agency's best resource!

Christine Williams
Program Manager

Margo VanHonsberger
Program Manager

Jeff Spelier
Program Manager

BUCKLEY TOWERS ANNUAL REPORT

2024 - 2025

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

Buckley operates 7 days a week from Monday to Friday 8:00 am – 9:00 pm 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. Several participants in the program are also accessing the onsite March of Dimes PSW staff for medication administration and overnight wellness check when needed. The partnership with March of Dimes is highly valued and appreciated.

HIGHLIGHTS FOR 2024-2025

- Several participants have registered with the local food bank and soup kitchen. Both community agencies assist the participants with monthly groceries, enabling them to better budget their ODSP supplement.
- Unfortunately, in this past year a Participant passed away, which left the program with a vacancy. A participant from Outreach who needed both staff support and housing to maintain his independence, filled this vacancy.
- One participant independently attends weekly art and computer classes offered through the Victoria Public Library.
- 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 building with the replacement of hallway carpets to vinyl flooring. There is also the inspections and treatment of the entire building, including all apartments for bed bugs and cockroaches.
- Approval was received for a motorized wheelchair at no cost for one participant who has recently moved into Buckley.
- Participants are becoming more involved with classes /services that are being offered in the Buckley building through the Community Cares organization.

BUCKLEY TOWERS ANNUAL REPORT

2024 - 2025

- Participants with staff support are continuing to use the local Gale Centre and Oaks Park for daily exercise.
- In recent months, Niagara Regional Housing has closed off the gate that connected the Buckley property to the local soup kitchen in hopes of decreasing the number of homeless people congregating on the Buckley property.

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. The Waitlist for affordable housing in Niagara is at least 8 years or more.
- 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 lately, 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. Staff continue to remind Participants not to bring any furniture items into their apartments without discussing with a Staff member.
- 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 continual self-improvement is valued and encouraged. These routines for some participants may include accessing programming through local agencies.
- Staff will continue to 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 programs offered to the Buckley tenants through Community Care. 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

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
ST. PAUL TRANSITIONAL LIVING PROGRAM ANNUAL REPORT
2024 - 2025

GENERAL OVERVIEW

The St. Paul transitional Living Program is a community-based residence which provides opportunities for adults living with an ABI and concurrent mental health diagnosis. This program accepts referrals from Ontario and includes 24-hour staff support.

The accommodations include five bedrooms consisting of one fully functioning apartment, a self-contained unit with outside access only, two main floor accessible units with a shared washroom, one large bedroom with an ensuite washroom, and two bedrooms upstairs with a shared washroom.

St. Paul is in partnership with the Canadian Mental Health Association which owns the residential property. In addition to five participants, there are two CMHA clients, one who resides in the self – contained unit and the other client resides in the upstairs bedroom.

St. Paul staff work closely with participants to develop their goals and service plans which are unique to each individual. A holistic approach is followed to include skills of independent living.

Although St. Paul participants share a kitchen, each participant is responsible for their own meal preparation and clean-up. Staff are always available to assist with any of these tasks if needed, including meal planning, grocery shopping, budgeting, and meal preparation.

St. Paul collaborates with numerous internal and external services to provide the most comprehensive rehabilitation to each participant.

Throughout this reporting period, a participant was actively involved with BICR's Vocational Program. He gained employment experience by working with Cemetery Gardening Angels during the summer months and Kettle Bells (Salvation Army) during the Christmas season. In addition, staff from the Vocational program work directly with St. Paul participants in assisting them to prepare for paid employment through the Pre-employment Program.

Three participants from St. Paul look forward to participating regularly in activities at The Hub, a day program organized by staff from our Personal Effectiveness Training Program. These activities offer participants from various programs opportunities to participate in social skill development while participating in recreational activities. Examples of activities include weekly community café, music trivia, exercise programs, learning about how the brain functions post injury in the facilitated Brain Basics Course, and fun events such as Movie Making, the Spring Fling Dance and Halloween Costume Party.

Our participants have the privilege of working with the support of Dr. Seyone, Neuropsychiatrist six times a year. Each participant, their Case Facilitator, and Dr. Cudmore participate in the sessions with Dr. Seyone, who is very experienced in working with concurrent ABI and mental health challenges and addictions which are common issues affecting our participants.

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
ST. PAUL TRANSITIONAL LIVING PROGRAM ANNUAL REPORT
2024 - 2025

Dr. Cudmore, Clinical Director and Psychologist, continues to be an invaluable and trustworthy resource for the participants and staff within the program. During her biweekly visits to St. Paul, Dr. Cudmore has developed a strong rapport with our participants and staff within the program. During her biweekly visits to St. Paul, Dr. Cudmore works with participants and their families to help create adaptive strategies to improve mental, emotional and behavioral health.

Participants at St. Paul affected by substance use are offered opportunities to participate in community-based programs (NA, AA, CASON, and RAAM Clinic). Staff support is provided as needed on an individual basis. St. Paul follows a harm reduction approach to help participants manage their addictions. In addition, BICR offers a substance use program (SUBI) which is specifically designed for participants with brain injuries, mental health and addictions. This program emphasizes the impact of brain injury on substance use and recovery while at the same time providing an accessible approach created for individuals with brain injuries.

HIGHLIGHTS

In the past year St. Paul has discharged three individual in the program. In November a participant was discharged because of pervasive substance use leading him to be unable to participate in rehabilitation. In March, a participant who had complex medical issues passed away after being admitted to the Niagara Falls hospital. On March 14, another participant completed the program and transitioned to a basement apartment in close proximity to St. Paul. He is presently receiving outreach services from BICR.

Currently St. Paul is supporting 3 BICR participants and 2 CMHA clients. One of these participants, from the Stouffville Area moved to St. Paul in March; a future participant from Iroquois Falls will be moving to St. Paul on May 12, 2025. The staff at St. Paul are actively supporting self-determined goals from the participants including: budgeting, meal planning, grocery shopping, housekeeping, accessing public transportation, working towards medication independence, self-advocacy and increasing community involvement.

CHALLENGES

St. Paul works closely with outside community agencies but continues to encounter challenges in providing a supportive discharge environment, especially in the Niagara Region where housing is scarce. The diversity of our participant backgrounds can present challenges in living harmoniously together in a communal setting. However, these situations also provide opportunities for participants to improve their social interactions and adaptation skills.

The combination of brain injury, mental health and addictions often present challenges with the momentum of progress in program participation.

Finances can present a challenge to participants when prioritizing needs versus wants; participants may resist assistance from staff with budgeting. Often they may display compulsive spending while overlooking basic needs.

Juanita Holub
Team Coordinator

PSYCHOLOGY SERVICES ANNUAL REPORT

2024 - 2025

Over the past year, Psychology Services has continued to have one full-time Neuropsychologist, who also serves as BICR's Clinical Director. The Neuropsychologist reports to the Chief Executive Officer and the Board of Directors. Clinical support provided by Psychology Services includes: assessment (e.g., neuropsychological, neurobehavioural, mental health), therapy (e.g., psychoeducation, individual psychotherapy) and consultation (to BICR and other external community-based providers). Referrals to Psychology Services 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, 7 referrals for neuropsychological assessment and 8 referrals for individual therapy were made to Psychology Services over the year. There were 12 new files opened and 11 files were closed.

During the 2024 - 2025 year, Psychology Services provided to participants of BICR totaled approximately 50 percent of the Neuropsychologist's weekly hours, including both direct and indirect services that were specific to participants. Services were provided to a total of 62 unique participants, with an average of 33 unique participants having contact with the Neuropsychologist each month. The large majority of participants who accessed Psychology Services over the past year were referred from Intake/ Case Management, COSS, and Modular Services. A small portion of Psychology Services is provided to fee-for-service referrals.

The Neuropsychologist 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 Neuropsychologist. The Neuropsychologist also participated in launching a Substance Use and Brain Injury (SUBI) support program in collaboration with Community Addictions Services of Niagara (CASON), and mentored by Community Head Injury Resources Services (CHIRS). In May 2024, we presented the topic of the importance of partnerships to better serve people with substance use and acquired brain injury at the Hamilton Health Sciences Annual Conference on Neurobehavioural Rehabilitation in Acquired Brain Injury, and this talk was very well received. Clinical consultations and partnership meetings are ongoing as we endeavor to develop a support group model for addictions management that will best serve our participants with ABI.

Across the agency, the Neuropsychologist continued to monitor progress with regard to participant goals through the use of the Goal Attainment Scale (GAS). Through collaboration with participants to set goals that are meaningful to them in their lives, we saw that we have been successful in supporting approximately 61 percent of our participants to meet or exceed their goals within the 2024-2025 year. In working with our participants using participant-centered care principles and positive behaviour supports, we can contribute to a more stable and optimistic life environment that will encourage growth, foster greater autonomy and improve quality of life for both participants and families.

Linda Cudmore, Ph.D., C.Psych.
Neuropsychologist and Clinical Director

SOCIAL WORKER ANNUAL REPORT

2024 – 2025

Over the past year, the Social Work department has been very busy servicing an average of 52 participants and family members per month. Sixteen new participants were added to the caseload and twelve participants were discharged. There is a current waiting list of 17 participants.

The Social Work counselling services continue to evolve and adapt to meet the changing needs of our clients. 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 acquired brain injury education, mental health and addiction issues, building and maintaining healthy relationships, couples counseling, learning to cope with change and anger management.

The Social Work department continues to provide opportunities for staff to discuss participant issues or concerns as required 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

PROJECT MANAGER ANNUAL REPORT

2024 - 2025

The commitment of administration staff Jayme Richardson, Komal Thakor, Sarah Peters and Maureen Walker was immense during a busy and fulfilling year. In addition, Rick Pozzebon and John Harding provided dedicated maintenance support to all sites.

In the past year, the team provided comprehensive administrative support to BICR and its network of over 86 applicants, 332 participants and their families, over 150 staff, students, volunteers and board members, as well as the numerous community partnerships BICR enjoys with other agencies.

Team members were actively involved on various committees including the agency's Board of Directors, Staff Social Wellness Committee, Admissions Committee, Falls Committee, Behavioural Ethics Committee, Golf Committee, Joint Health & Safety Committee, Participant Centered Care (Engagement) Team and the ABI Accreditation Team.

This writer was an active member of the Management team, Leadership Accreditation Team, Participant Safety Steering Committee, Emergency Response and Outbreak Committee, Infection Prevention and Control Committee and the Golf Tournament team.

THE NEW RAPLEY ROOM

At the main office, the agency switched the Program Room and Rapley Room to provide a better utilization of space. While the new Program Room continues to provide workspace for Case Managers and Community Outreach staff, the new Rapley Room provides a large meeting space. This bigger area is bright, comfortable and is utilized in a variety of ways including for staff training, participant meetings, work groups, board of directors and staff meetings.

ACCREDITATION CANADA

BICR launched preparations for its Accreditation Canada (AC) survey with self-assessments in all Standard areas of Governance, Leadership, Acquired Brain Injury, Medication Management for Community Based Organizations, Infection Prevention & Control for Community Based Organizations and Service Excellence.

In September, 89.6% of staff completed the *Global Workforce Survey on Well-Being, Quality and Safety* developed by Health Standards Organization (HSO) and Accreditation Canada (AC). Staff provided vital input to help the agency understand and improve the quality and safety of care delivered to participants and families, the work environment and staff well-being.

With the on-site survey scheduled for May 4 – 7, 2025, substantial work continued throughout the year in all areas of accreditation preparation.

STRATEGIC INFORMATION SYSTEMS PLANNING (SISP)

EQUIPMENT: The agency continued 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. By year end, 8 new systems were purchased (7 laptops, 1 server) to replace old systems. In review: 58% of systems are 0-4 years old, 37% are 5-7 years old, 5% are 8-10 years old.

PROJECT MANAGER ANNUAL REPORT

2024 - 2025

CYBERSECURITY: BICR completed a cyber security risk assessment (Coalition Control) and responded to any identified high-risk concerns. As part of this process, the agency implemented a Two Factor authentication login process for those staff working remotely and connecting to the main office.

HEALTH PARTNERS GATEWAY (HPG): BICR updated its Privacy, Risk and Security Management (PRISM) – Coordinated Care Plans (CCP) in Health Partners Gateway (HPG) security checklist, and resubmitted its application for HPG status. Approval is pending.

TIMESHIFT: The agency compared a number of options to fix or replace TimeShift, the agency's existing scheduling software. TimeShift has reached its end of life and replacement is needed. For maximum benefit, the goal is to incorporate a new scheduling software with Human Resource and Accounting software requirements in the near future.

OTHER HIGHLIGHTS

- Supported the agency's 25th Golf Tournament at Willodell Golf Club of Niagara on September 20th. The day was a great success. BICR is truly grateful for the generous support from players and sponsors throughout the 25-year history of this fundraiser.
- The Emergency Response and Outbreak Committee (EROC) completed its annual list of activities. Special highlights included N95 Fit Testing and testing of the emergency plan.
- Reviewed and updated all Participant Policies and Procedures.
- Assisted in the development of the agency's Indigenous Engagement Plan. All department staff completed Indigenous cultural training modules from Ontario Health.
- Participated on the Participant Safety Steering Committee which provides participant incident statistics and information to the Board of Directors on a quarterly basis. In 2024, there were 274 incidents reviewed.
- Completed comprehensive participant record binder audits in Residential and Modular Services.
- Completed the annual French Language Services assessment for the province.
- Staffed the agency's BINGO fundraiser at Delta Bingo & Gaming in St. Catharines.
- Released updated Participant and Family Satisfaction Surveys.

GOALS FOR THE UPCOMING YEAR:

- Participate in the on-site Accreditation Canada Survey scheduled for May 2025.
- Install a new network File Server.
- Review compiled Participant and Family Satisfaction survey results.
- Complete participant record binder audits for Community Outreach Support Services.
- Continue mandatory reporting of PPE statistics to the province.
- Destroy participant records as per the agency's retention schedule.
- Participate in the Community Open Space forum for Strategic Directions.
- Support replacement of the TimeShift scheduling software with a new platform that supports the agency's scheduling, human resources and accounting functions.
- Support fundraising initiatives including BINGO, Bowling and Golf Tournament.

Heather Olszewski

Project Manager

HUMAN RESOURCES ANNUAL REPORT

2024 - 2025

Throughout this fiscal year, our primary focus in Human Resources has been to continue building and nurturing a strong talent pool within the Agency. From recruitment and onboarding to training and performance management, our efforts have been centered on creating a supportive environment where employees can thrive and make meaningful contributions to both the Agency and the individuals we serve.

Like previous years, 2024-2025 has seen us maintain our commitment to providing equal opportunities to those passionate about making a difference in the lives of our participants and their families. The growing number of international students in the Niagara Region has brought a steady stream of applicants with diverse international education and experience. We have received no shortage in applicants from internally trained professionals and students.

We've continued our partnerships with Niagara College and Brock University to offer placement opportunities to students. During these placements, our priority is to provide hands-on experience relevant to their chosen fields, while also opening pathways to potential permanent roles. Many of these students have successfully transitioned into relief staff positions upon completing their placements, and most have at minimum applied for potential employment.

Based on data from the previous fiscal year, we've experienced a decline in turnover due to resignations. Internal opportunities have continued to be made available for staff seeking increased hours or higher-status roles. When staff accept employment elsewhere, many opt to remain with the Agency as relief staff rather than resign entirely. This has contributed to a reduction in overall hiring needs.

HR has also collaborated closely with Program Managers and the Scheduler to increase working hours for current staff by promoting cross-training across sites. This strategy has enhanced workforce flexibility, resulting in greater staff sharing and increased part-time and full-time opportunities within the Agency. We will all continue to work as team to be creative in opening up higher status positions for staff to have shown dedication and commitment towards our participants and programming.

New Hires External	
22	
Relief	18
Full Time	2
Full Time Temp	2
CSJ Program: FT temp	4
CGA Seasonal Hires	23

Departures (Not Including CSJ or CGA)	
18	
Resignations / Terminations	18

Internal Movement / Promotions	
21	
Position Promotion	5
Permanent FT	2
Permanent PT	6
FT Temporary	2
Lateral Transfers	1
Status change to Relief	5

HUMAN RESOURCES ANNUAL REPORT

2024 - 2025

The Agency completed another Canada Summer Job season by taking on (4) students from various colleges and universities. This is one more than previous years. 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.

We continue to offer internal training to our staff as needed, ensuring they are well-prepared to support participants safely and effectively. Regular sessions have been held in First Aid CPR, Mental Health First Aid, and Safe Management. This year, the Agency has also increased its focus on Indigenous training, providing staff with important education and historical context to deepen their understanding of and service to the Indigenous community.

We've experienced a renewed interest in volunteer opportunities and inquiries this fiscal year, mainly from students requiring volunteer hours for their course. Richardson Court and COSS has worked with a few students in providing friendly visiting hours. These students have enjoyed their experience, and have expressed their interest in being considered for the CSJ program over the summer. We've remained active in contributing two hours per month to Delta Bingo, by regularly posting volunteer opportunities via email and internal digest. Our Management team has played a crucial role in partnering up with volunteers at Delta Bingo.

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

DIRECTOR OF FINANCE ANNUAL REPORT

2024 - 2025

Finance supports the agency's accounts payable, accounts receivable, payroll, financial reporting and analysis and budgeting while generating information to support decision making. The finance and accounting department consists of three, two Accounting Assistants and the Director of Finance.

2024/2025 brought a staffing change to the accounting department with the departure of Toni Bessette after 7+ years with the agency and welcomed Joelle Lauzon to the team. We wish Toni all the best in her move and look forward to Joelle's contributions.

Ontario Health confirmed early in the fiscal year that the one-time funding provided during 2023/2024 fiscal year had become base funding for 2024/2025. In mid-year, Ontario Health advised of additional base funding increase of 3.4% for compensation plus a one-time funding increase of .60% for general operating costs.

Fundraising events and donations made it possible to raise approximately \$40,000 in revenues, combined from the 22nd annual Bowl-a-Thon, the 25th annual Golf Tournament and generous general donations. Volunteering at Delta Bingo events during the fiscal year raised over \$10,000. Fundraising and donations supports participant therapeutic recreation, individual participant grants for services and equipment that benefit participants in BICR programs.

The Quality Committee continued meeting regularly throughout the year. The Director of Finance is co-chair with Chelsie Yungblut-Rural Services Coordinator. Quality Committee members include Jeff Spelier- Program Manager, Cheril Bevacqua-Community Outreach Case Facilitator, David Corman-Supported Independent Living Team Coordinator, Jennifer Howe-Residential Services Team Coordinator. The 2024/2025 Quality Plan added several new indicators:

QUALITY DIMENSION	INDICATOR
<i>Safety</i>	Medication admin errors to total medications administered
<i>Access</i>	The number of participants attending events to the number of active record binder numbers
<i>Integrated</i>	The number of participants successfully completing their goals to the number of goal attainment scales completed
<i>Effectiveness</i>	Staff turnover rate

The 2025/2026 Quality Plan has been finalized for the upcoming year. Quality targets and initiatives are reviewed and monitored quarterly to analyze results with the overall goal of providing the highest quality of care for participants. The Quality Committee identifies progress and success and determines what is necessary for successful outcomes.

One final note, many thanks and appreciation to Jamie Bird and Joelle Lauzon in the accounting office for their everyday dedication and support to managers, staff, families and participants.

Wendy Bowen
Director of Finance

36TH ANNUAL GENERAL MEETING MINUTES

JUNE 5, 2024

PRESENT: Frank Greco, Nick Ostryhon, Sharon Cochrane, David Shapiro, Luc Savoie, Jackie Lynch, Wayne DeGaust, Jayme Richardson (recorder)

REGRETS: Doug Kane, Christine Reeves, Patricia McNabb, Dr. Tricia Pailing

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

Frank Greco welcomed and thanked everyone for attending the 36th Annual General Meeting. Doug Kane, President of the Board, was 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 36th Annual General Meeting as presented.

Moved: Sharon Cochrane

Seconded: Jackie Lynch

Carried.

3. Review and approval of the minutes from the Annual General Meeting held on June 7, 2023.

Motion: To approve the minutes of the 35th Annual General Meeting held on June 7th, 2023 with no errors or omissions.

Moved: Sharon Cochrane

Seconded: David Shapiro

Carried.

4. INDEPENDENT AUDITOR'S REPORT / FINANCIAL STATEMENTS

Tim Nelles presented general comments that were provided with regards to the agency's operating results for 2023-2024. Tim is an Independent Auditor, and Grant Thornton Chartered Professional Accountants are not part of BICR. The auditor's responsibility is to express an opinion on the financial statements based on the audits. The audits are conducted in accordance with the Canadian generally accepted auditing standards. Those standards require that Grant Thornton comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

Tim proceeded to present BICR's Financial Statements for the year ending March 31st, 2024. Tim stated that the Grant Thornton was welcomed by the agency and were provided with the documentation necessary to conduct the audit. Tim noted 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 and were reviewed in detail with the Board of Director's last week and the financial statements were approved.

36TH ANNUAL GENERAL MEETING MINUTES

JUNE 5, 2024

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. Tim thanked Frank, Wendy and the Accounting department for making the auditing process seamless again this year.

Motion: To approve the Independent Auditor's Report/Financial Statements ending March 31st, 2024 as presented.

Moved: Luc Savoie

Seconded: Wayne DeGaust

Carried.

5. OTHER BUSINESS

President's Report

Doug was unable to attend today's meeting. Frank made note of his President's Report in the Annual Report. Frank thanked Doug for all of his hard work and dedication to the agency and for stepping into the role of President after Nick stepped down.

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.

Appointment of Auditor's

Motion: To appoint the accounting firm of Grant Thornton for the operating year of 2024-2025.

Moved: Jackie Lynch

Seconded: Luc Savoie

Carried.

Recognition of Directors

Doug Kane – President

Christine Reeves – Secretary

David Shapiro – Director

Dr. Tricia Pailing – Director

Wayne DeGaust – Director

Luc Savoie – Treasurer

Nick Ostryhon – Director

Jackie Lynch – Director

Sharon Cochrane – Director

Patricia McNabb – Director

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

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

Motion: To adjourn the 36th Annual General Meeting.

Moved: Luc Savoie

Seconded: Sharon Cochrane

Carried.

Independent Auditor's Report

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, 2025, 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, 2025, and the results of its 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, 2025 and 2024, assets at March 31, 2025 and 2024 and net assets as at April 1 and March 31 for both 2025 and 2024 years. Our opinion on the financial statements for the year ended March 31, 2024 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 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.

Independent Auditor's Report (continued)

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

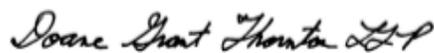
Auditor's responsibilities for the audit of the financial statements

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.

St. Catharines, Canada
May 27, 2025



Chartered Professional Accountants
Licensed Public Accountants

Brain Injury Community Re-Entry (Niagara) Inc.

Statement of Operations

Year ended March 31	2025	2024
Revenue		
Ministry of Health	\$ 7,092,030	\$ 6,659,568
Fee for service	362,799	371,672
Rental income	80,231	79,397
Resident fees and recoveries	135,034	125,396
S.E.E.D. grants	20,973	19,700
	<u>7,691,067</u>	<u>7,255,733</u>
Expenses		
Building and grounds		
Amortization	33,761	33,044
Occupancy costs	217,003	271,887
Interest on long-term debt	7,918	8,633
Utilities	46,198	49,367
Maintenance	149,265	170,014
Contracted out	24,231	22,536
Employee benefits	858,553	789,493
Equipment	42,707	26,892
Insurance	90,907	84,583
Office	29,777	22,184
Participant costs	154,979	145,395
Professional fees	35,153	27,000
Supplies	73,835	77,751
Telephone and general expenses	90,112	79,618
Training	32,348	49,405
Travel	108,608	95,907
Wages	5,640,000	5,233,344
	<u>7,635,355</u>	<u>7,187,053</u>
Excess of revenue over expenses before other items	<u>55,712</u>	<u>68,680</u>
Other items		
Cemetery Gardening Angels revenue	55,558	55,940
Donation and fundraising revenue	56,170	38,148
Interest income	129,855	131,011
Cemetery Gardening Angels expenses	(51,167)	(54,255)
Fundraising expenses	(15,191)	(13,648)
Vehicle amortization	(19,754)	(16,113)
	<u>155,471</u>	<u>141,083</u>
Excess of revenue over expenses	<u>\$ 211,183</u>	<u>\$ 209,763</u>

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.

DONATIONS
2024 – 2025

DONATIONS IN MEMORY

Gary Knol Philemonia McManus Stella Pawlik Jason Schachtschneider

DONATIONS AND SPONSORSHIPS 2024 – 2025

Advanced Office Solutions	Elizabeth Wood	Mountainview Properties
Andrew Iacobelli	Emerald Cleaning	Mountainview Properties Corp
Anna Petrie	Family First Pharmacy o/a Ontario St Pharmacy	Niagara College
Bell Mobility	Frank's Feather & Fin Ltd.	Niagara Helicopters Ltd.
Bestway Bedding Ontario Inc.	Gord Wilder	Niagara Ice Dogs
Boston Pizza	Grant Thornton LLP	Pinders Security Products
Brian & Chris Thorne	Guy Rizzo, 1939569 Ontario Ltd.	Rule 32 Web Consulting Inc.
Bridgewater Country Club	Holiday Inn & Suites Conference Centre	Solveigh Knol-Warden
Canada's Pro Plumbing & Rooter Inc.	Horton Automatics	Stamford Centre Volunteer Firemen's Association
Central Auto Service	Jim's No Frill's #3134	Teresa & Michael McLaughlin
Claire Beckerman	Lancaster, Chown Welch LLP	Tim Hortons (St. David's Road)
Complete Comfort Niagara Inc.	Louise Petroff	Toronto FC
Corporate Facility Supply Inc.	Loyalist Retirement Residence	Vermeers Greenhouses
David Holt	Mabel Ball	Wilfred Hancock
David Shapiro	Marianne Bowman	Willodell Golf Club
Debbie Poppe	Melissa Mason	
Dennis & Mary Joel Modolo	Meridian Credit Union	
Diana Marshall	Microtech Niagara Inc.	

We would also like to recognize the many individuals who have contributed to our agency during the 2024-2025 fiscal year.

A special thank you to all!!