

**BRAIN INJURY COMMUNITY
RE-ENTRY INC.**

ANNUAL REPORT

2025 - 2026



ANNUAL REPORTS

2025 – 2026

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INTRODUCTION TO BICR

2025 - 2026

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

2025 - 2026

On behalf of the entire BICR Board of Directors, I am pleased to welcome you to the 38th Annual General Meeting. During the course of the past year, this organization has experienced significant change in leadership, welcoming our new CEO, John Zsofcsin, while wishing outgoing CEO, Frank Greco, a well-deserved retirement. We would like to recognize Frank for the 28+ years of service to BICR and the community we serve, taking this agency from humble beginnings through change and significant growth, leaving us with a solid foundation we continue to build on.

John Zsofcsin comes to us with 31 years of experience in the field of Acquired Brain Injury, recognized as a leader in ABI both Regionally and Provincially. We are pleased to welcome John into the organization and look forward to working with him.

This year it was a pleasure to attend both the staff open space sessions, (providing a focus of opportunities ranging from wages and benefits, transportation, residential scheduling, and compensation regarding snow events), and our community open space session, helping us to develop our strategic plan with a focus on: Community Involvement, Care giver and family support, transportation, and patient safety.

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.

Once again, the agency has completed the 8th cycle of the Accreditation Canada process, receiving full accreditation with exemplary status. The Board recognizes and thanks the amazing effort that is put forth by the staff under the guidance of Heather Olszewski.

BICR was later quoted in Accreditation Canada's national article highlighting the success at BICR, used as an example to others in the field nation-wide. This is a huge accomplishment that further recognized the professionalism and dedication of our staff, to which we are grateful.

I look forward to recognizing the 20 employees that will be celebrating their years of service with BICR. It is always a pleasure to have the opportunity to learn their history with us, and thank them personally for their years of dedication to our organization.

I would like to recognize and welcome our two new Board members to the organization, Dave Brettell and Don Sorley, both bring a wealth of knowledge and experience to the Board, and will be a great benefit towards moving this agency well into the future.

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

RAPPORT ANNUEL PRÉSIDENT DU CONSEIL

2025 - 2026

Au nom du conseil d'administration de Brain Injury Community Re-entry (BICR), j'ai le plaisir de vous souhaiter la bienvenue à la 38^e assemblée générale annuelle. Au cours de l'année écoulée, notre organisme a connu un important changement de direction, avec l'arrivée de notre nouveau directeur général, John Zsofcsin, et la retraite bien méritée de notre directeur général sortant, Frank Greco. Nous souhaitons rendre hommage à Frank pour les quelque 28 années qu'il a passées au service de BICR et de la communauté que nous servons, menant cet organisme depuis ses débuts modestes à travers des changements et une croissance significative, nous laissant une base solide sur laquelle nous continuons à bâtir.

Avec ses 31 ans d'expérience dans le domaine des lésions cérébrales acquises, John Zsofcsin est reconnu comme un chef de file en la matière, tant à l'échelle régionale que provinciale. Nous sommes heureux de l'accueillir au sein de l'organisme et avons hâte de travailler avec lui.

Cette année, j'ai eu le plaisir d'assister à la fois aux séances de discussions ouvertes à l'intention du personnel (où l'on a abordé des questions telles que les salaires et les avantages sociaux, le transport, l'établissement des horaires et l'indemnisation en cas de tempête de neige) et à celle à l'intention de la communauté. Ces séances nous ont aidés à élaborer notre plan stratégique, qui met l'accent sur la participation de la communauté, le soutien aux proches aidants et aux familles, le transport et la sécurité des patients.

BICR 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.

BICR a réussi son 8^e exercice d'agrément et a reçu l'agrément avec mention d'honneur. Le conseil d'administration reconnaît les efforts remarquables déployés par le personnel, sous la direction de Heather Olszewski, et l'en remercie. Un article d'Agrément Canada a souligné le succès de BICR; nous avons servi d'exemple à l'échelle nationale. Il s'agit là d'un accomplissement considérable qui a permis de faire reconnaître le professionnalisme et le dévouement de notre personnel, envers lequel nous sommes très reconnaissants.

Je me réjouis à la perspective de souligner l'anniversaire de service de 20 membres du personnel. C'est toujours un plaisir d'en apprendre sur leur parcours au sein de notre organisme et de les remercier personnellement pour leurs années de dévouement.

Je tiens à saluer et à accueillir les deux nouveaux membres de notre conseil d'administration, Dave Brettell et Don Sorley, qui apportent tous deux une grande richesse de connaissances et d'expérience. Ils contribueront grandement à faire progresser l'organisme dans les années à venir.

Au nom du conseil d'administration, je vous remercie de nouveau de votre dévouement et des services que vous offrez à BICR 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*

CHIEF EXECUTIVE OFFICER'S ANNUAL REPORT 2025 - 2026

This year has been one of meaningful achievement, reflection, and transition for our organization. I am proud to share that we successfully completed our Accreditation with exemplary status – an accomplishment that reflects the dedication, professionalism, and high standards upheld across every level of our team. This recognition affirms our commitment to delivering safe, effective, and person-centred services to those we support, and it sets a strong foundation for the work ahead.

At the heart of our success remains our deep commitment to community. We continue to foster and strengthen partnerships across our region, working collaboratively with healthcare providers, community agencies, and stakeholders to ensure individuals living with brain injury have access to the supports they need. These relationships are essential to building a more inclusive and responsive system of care, and we are grateful for the shared purpose and trust that define them.

I would also like to extend my sincere appreciation to our staff, whose compassion and dedication make a profound difference in the lives of our participants every day. Their unwavering commitment is the backbone of this organization. This year we have 20 employees celebrating service anniversaries. I am truly grateful to each of these individuals who have committed to this organization for so many years; this is a great accomplishment.

At the same time, we pause to acknowledge with respect and sadness the loss of several participants this past year. Each individual was a valued member of our community and they will be remembered and missed by many.

This year we held our Community and Staff Open Space sessions and I am appreciative for all who participated and contributed to these events. The Community Open Space event helped shape our strategic directions listed below:

- Community Involvement
- Transportation
- Caregiver and Family Supports
- Patient Safety

We look forward to enacting these strategic directions in the upcoming year while ensuring that we remain focused towards meeting these goals.

This year also brought change to our Board of Directors. We are pleased to welcome Dave Brettell and Don Sorley, whose experience and perspectives will strengthen our governance and guide our future direction.

I would also like to take this opportunity to recognize and thank our outgoing Chief Executive Officer, Frank Greco, whose leadership over the past few decades, has been instrumental in shaping this organization into what it is today. Frank's vision, perseverance, and commitment have left a lasting legacy, both within this organization, as well as in the community and throughout the province of Ontario. His impact for those living with brain injury has been significant. We wish Frank all the best in his well-earned retirement.

As we look forward, we remain grounded in our mission and inspired by the people we serve. It is an honour to step into this role and continue building on the strong foundation that has been established.

John Zsofcsin, *Chief Executive Officer*

RAPPORT ANNUEL DU DIRECTEUR GÉNÉRAL 2025 - 2026

Cette année a été marquée par d'importantes réalisations, réflexions et transitions. Je suis fier d'annoncer que nous avons obtenu notre agrément avec mention d'honneur, ce qui reflète le dévouement et le professionnalisme de notre équipe ainsi que l'application des normes les plus strictes à tous les niveaux de l'organisme. Cette reconnaissance confirme notre engagement à fournir des services sécuritaires, efficaces et centrés sur la personne aux gens que nous aidons, et jette des bases solides pour le travail à venir.

Au cœur de notre réussite se trouve notre engagement profond envers la communauté. Nous continuons à favoriser et à renforcer les partenariats avec des organismes de toute la région et collaborons avec des fournisseurs de soins de santé, des organismes communautaires et des parties prenantes pour que les personnes vivant avec une lésion cérébrale aient accès aux soutiens dont elles ont besoin. Ces relations, qui sont fondées sur des objectifs communs et la confiance, sont essentielles à la mise en place d'un système de soins plus inclusif et adapté aux besoins des personnes que nous servons.

Je tiens à remercier sincèrement notre personnel, dont la compassion et le dévouement améliorent chaque jour la vie de nos participants. Leur dévouement inlassable est l'épine dorsale de notre organisme. Cette année, 20 membres du personnel fêtent un anniversaire de service. Je suis très reconnaissant envers toutes ces personnes qui œuvrent au sein de notre organisme depuis tant d'années; quel accomplissement!

Je veux aussi souligner avec respect et tristesse la perte de plusieurs participants au cours de l'année écoulée. Ils étaient tous et toutes des membres appréciés de notre communauté; on se souviendra d'eux et ils manqueront à beaucoup.

Cette année, nous avons organisé des séances de discussion ouvertes à l'intention de la communauté et du personnel. Merci à toutes les personnes qui y ont pris part. La séance à l'intention de la communauté a contribué à façonner nos orientations stratégiques, à savoir:

- la participation de la communauté
- le soutien aux proches aidants et aux familles;
- le transport
- la sécurité des patients

Nous avons hâte de mettre en œuvre ces orientations stratégiques au cours de l'année à venir tout en restant concentrés sur la réalisation de ces objectifs.

La composition de notre conseil d'administration a changé cette année. Nous sommes heureux d'accueillir Dave Brettell et Don Sorley, dont l'expérience et les perspectives renforceront notre gouvernance et guideront notre orientation future.

J'aimerais également saisir cette occasion pour saluer et remercier notre directeur général sortant, Frank Greco, dont le leadership au cours des dernières décennies a contribué à faire de notre

RAPPORT ANNUEL DU DIRECTEUR GÉNÉRAL 2025 - 2026

organisme ce qu'il est aujourd'hui. Sa vision, sa persévérance et son engagement continu ont laissé un héritage durable, tant au sein de BICR que dans la communauté et dans toute la province de l'Ontario. L'influence de Frank sur les personnes atteintes de lésions cérébrales a été considérable. Nous lui souhaitons une retraite bien méritée.

En nous tournant vers l'avenir, nous continuons à être guidés par notre mission et inspirés par les personnes que nous servons. C'est un honneur pour moi d'occuper ce nouveau rôle et de continuer à bâtir sur les bases solides qui ont été établies.

John Zsofcsin
Chief Executive Officer

INTAKE DEPARTMENT ANNUAL REPORT

2025 - 2026

ROLE OF THE INTAKE COORDINATOR

The Intake Coordinator serves as the first point of contact for individuals and families seeking services at BICR. This role is far more than an administrative function — it is the human bridge between a person's most vulnerable moment and the support they need to rebuild their life.

The Intake Coordinator is responsible for reviewing and responding to all incoming referrals, reaching out to applicants and their families with timely, compassionate communication, and guiding them through what can be an overwhelming process. Each applicant is met individually to complete a comprehensive intake interview including assessment of original cause of ABI, how this is currently affecting their functioning, and what they feel is most important to them now and in the future.

Prior to each monthly Admissions Meeting, the Intake Coordinator prepares detailed profiles for every applicant under review, drawing on medical documentation, functional assessments, and collateral information to present a full and accurate picture to the interdisciplinary team. This profiling process is essential to ensuring that eligibility decisions are made thoughtfully, equitably, and in alignment with each individual's unique needs.

Beyond direct client work, the Intake Coordinator maintains all internal referral tracking and program waitlists across the organization - a complex, ongoing responsibility that requires a systems-level view of service capacity. The role also extends outward into the broader community: the Intake Coordinator provides education, consultation, and presentations to hospitals, community agencies, and partner organizations, strengthening BICR's relationships and increasing access for those who need it most. The Intake Coordinator represents BICR at annual and bi-annual conferences, contributing to regional and provincial conversations about acquired brain injury services and system-level improvements.

In short, the Intake Coordinator sits at the intersection of clinical practice, systems navigation, and community engagement.

GENERAL OVERVIEW

The 2025–2026 fiscal year represents a year of meaningful growth and deepening community connection for the BICR Intake Department. Over the course of the year, the department received 162 referrals — an increase of 23 referrals from the previous fiscal year — reflecting both the growing need for acquired brain injury (ABI) support services across Niagara and the strengthening visibility and reputation of BICR within the broader health and social services landscape.

Referrals continued to arrive from a diverse range of sources, including hospital partners, community agencies, primary care providers, and individuals and families seeking support directly. This diversity of referral pathways speaks to the broad reach of the Intake Coordinator's ongoing outreach and education efforts, and reinforces BICR's standing as a trusted, accessible resource for the region.

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In addition to processing referrals, the Intake Coordinator responded to **182 requests for information** from members of the public, health professionals, and community partners. These interactions represent a vital form of community engagement — connecting individuals to knowledge, options, and next steps at a time when clarity and guidance is most needed.

Demand for BICR services continued to exceed available capacity during the 2025–2026 year. The average wait time for non-Residential and Supportive Living services increased to 12.8 months, up from approximately 11 months the previous year. This reflects the ongoing and growing need for expanded service capacity across the region and reinforces the importance of continued advocacy for increased resources and funding.

YEAR-OVER-YEAR COMPARISON

Statistic	2024–2025	2025–2026
Total Referrals	139	162
Requests for Information	196	182
Male Referrals	81	103
Female Referrals	58	58
Avg. Wait Time (non-residential/SL)	~11 months	12.8 months

INTAKE STATISTICS

Referrals by Source

Hospital referrals represented the largest single source at 51 (31.5% of total), followed by Community Provider at 44 (27.2%), Self/Family at 42 (25.9%), and Other at 25 (15.4%).

Referral Source	Q1 Apr – Jun 2025	Q2 Jul – Sep 2025	Q3 Oct – Dec 2025	Q4 Jan – Mar 2026	Annual Total
Hospital	14	10	16	11	51
Community Provider	13	10	7	14	44
Self / Family	5	12	12	13	42
Other	2	9	9	5	25
Grand Total	34	41	44	43	162

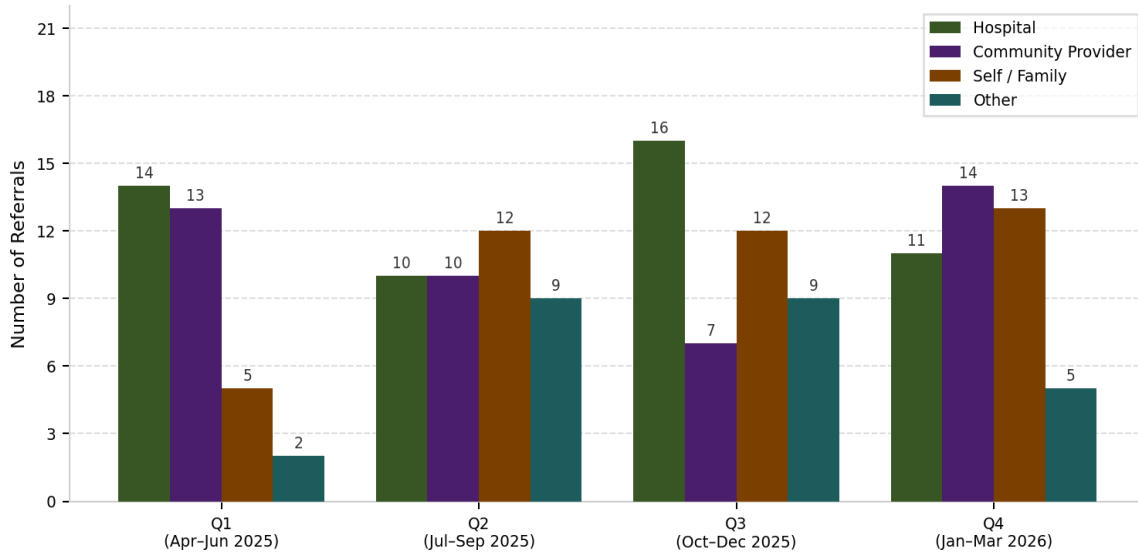
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Referral Trends by Quarter

Referral volumes grew steadily from Q1 through Q3, with Q3 representing the highest quarterly total at 44. Q4 remained strong at 43, indicating sustained demand heading into the next fiscal year.

BICR Referral Sources by Quarter — April 2025 to March 2026



Hospital Referral Breakdown

Within the Hospital category, Shaver Hospital (Hotel Dieu Shaver) was the dominant referral source, contributing 29 of 51 hospital referrals (56.9%). NFGH contributed 9 referrals (17.6%) and SCGH contributed 6 (11.8%). Welland and Fort Erie hospitals did not generate referrals this year.

Hospital	Annual Referrals	% of Hospital Total
SCGH	6	12%
NFGH	9	18%
Welland	0	0%
Fort Erie	0	0%
HHS	3	6%
Shaver	29	57%
Other	4	8%
Total	51	100%

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Referrals by Gender

Of the 162 referrals received, **103 identified as male** and **58 identified as female**. The proportion of male referrals increased compared to the previous year (81 male, 58 female), consistent with broader regional trends in ABI incidence and help-seeking patterns.

HIGHLIGHTS

Committee Participation

The Intake Coordinator continues to play an active and influential role on a range of internal and external committees, contributing expertise, advocacy, and a client-centred perspective to each table:

- Admissions Committee — coordinates monthly case review and eligibility decision-making across programs
- Participant Safety Steering Committee (PSSC) — supports organizational safety planning and risk management
- Accreditation Canada — Brain Injury Committee — contributed to the review and updating of organizational forms and pathways, and the introduction of two-factor identification at intake, strengthening both compliance and client privacy
- Mental Health and Addictions Crisis Table — continues to advocate for clients with complex co-occurring needs at a system level
- NOHT-Integrated Care Working Group — active participation in advancing coordinated care across the Niagara region, with emerging developments around a potential new software and pathway technology to further support integrated service delivery

Community Outreach and Education

The Intake Coordinator was invited to deliver a presentation to Niagara Regional Housing, providing an overview of BICR services and supporting staff in identifying and referring individuals with acquired brain injuries. This type of cross-sector education is essential to ensuring that individuals with ABI are recognized and connected to appropriate supports, regardless of the door they first walk through.

Innovative New Partnership — Hotel Dieu Shaver Embedded Model

One of the most significant developments of the 2025–2026 year is the establishment of a formal embedded partnership with Hotel Dieu Shaver (Shaver Hospital). The Intake Coordinator is now in the process of being on-site at Shaver one half day per week, working directly alongside hospital staff to initiate the intake process while individuals are still receiving in-patient care. This model represents a meaningful shift in how BICR engages with one of its highest-volume referral partners — reducing wait times, improving continuity of care, and ensuring that patients are connected to community services before discharge rather than after. The early results of this initiative are promising and position BICR as a proactive, integrated partner in the regional rehabilitation continuum.

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System-Level Collaboration and Transitions

BICR continues to maintain a presence on the Human Services and Justice Coordinating Committee (HSJCC), ensuring that the voice and perspective of individuals with ABI remain represented at this important system-level table. While the Intake Coordinator has transitioned out of the Co-Chair role, BICR's ongoing participation reflects the organization's continued commitment to cross-sector collaboration and advocacy for vulnerable populations.

Coordinated Care Plans and Technology Advancement

The completion and coordination of Coordinated Care Plans remains a central goal of the NOHT-Integrated Care Working Group. Exciting developments are on the horizon, with the possible onboarding of a new software and pathway technology currently under exploration. This initiative has the potential to significantly strengthen integrated care planning across agencies, and BICR is actively engaged in shaping its development and implementation.

Challenges and Trends

The complexity of the individuals presenting to BICR's Intake Department continues to increase year over year. A growing proportion of applicants carry dual or triple diagnoses — most commonly some combination of acquired brain injury, mental health conditions, and substance use disorders — alongside significant social vulnerabilities including housing instability, financial precarity, and social isolation. Some referrals originate from shelters, hospital emergency departments, and outreach services, and the transient nature of this population presents real and persistent challenges to timely intake completion.

Applicants are sometimes discharged or lose contact before an intake can be scheduled. Many lack stable housing, reliable phone access, or current medical documentation. In response, the Intake Coordinator continues to employ flexible, creative, and person-centred solutions:

- Providing refurbished phones to individuals who have SIM cards but no working device, enabling ongoing communication and follow-up
- Maintaining strong, trust-based relationships with outreach workers, shelter staff, and community mental health teams who can assist with re-engagement
- Remaining flexible with scheduling and meeting clients wherever they are — in person, virtually, or through collaborative community supports
- Initiating intake processes earlier through the new embedded model at Hotel Dieu Shaver, reducing the window in which individuals may disengage

The increase in average wait time to 12.8 months underscores an urgent and ongoing reality: demand for BICR services continues to outpace available capacity. This is not a reflection of inefficiency — it is a reflection of need. The Intake Department remains deeply committed to a trauma-informed, person-centred approach that honours the dignity and complexity of every individual who reaches out for support, regardless of how long the road ahead may be.

Kelly Stack, *Intake Coordinator*

MODULAR SERVICES ANNUAL REPORT

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INTRODUCTION / GENERAL OVERVIEW

Our teams continue to deliver high quality support and service to the participants and families we serve. We take pride in “turning the key to opportunity” with our participants using BICR’s Model of Support for guidance. There’s also been an emphasis placed on rapport building with participants through the use of Relationship Management principles found in our Safe Management training program. 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 Therapeutic Recreation Services department actively pursued feedback and input from participants and families regarding all aspects of programming. A full page with instructions on how to provide this information has been permanently added to the Learning and Leisure Guide.
- The Case Management program continues to provide meaningful and difference making support. A Case Manager has been helping with Intake to triage individuals who are deemed to be in more immediate need.
- The St. Paul Transitional Living program continues to provide meaningful opportunities for individuals with a brain injury and formal mental health diagnosis. Our partnership with Dr. Seyone and CMHA is strong.

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

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CASE MANAGEMENT PROGRAM ANNUAL REPORT
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GENERAL OVERVIEW

There are currently three Case Coordinators. One specifically works with individuals with concussion disorder and the other two all others.

The Case Management program is usually the initial service that a participant receives once admitted. On occasion, a participant could start in one of the other Modular Service programs such as Social Work.

At the Admission Committee, applications are reviewed and the committee decides eligibility. If deemed eligible, they are then placed on a waitlist. When openings arise, Case Coordinators then add them to their caseload.

Case Coordinators meet with the participant to review their support needs and assist with coordinating other services. Sometimes, participants express interest in other agency programming, Case Coordinators will then refer them to internal programs such as Recreation, PET or Vocational.

STATISTICS

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

Total Files Admitted	File Closures / Discharges	Transfers to Other BICR Programs
45	21	12

Closure/Discharges are files that are no longer open at BICR. Files are closed or discharged because support needs have been met or contact has been limited with lack of participation by the participant. Transfers are between Case Management and other BICR programs such as COSS, Vocational, Recreation and Social Work.

HIGHLIGHTS

The Case Managers continue to be involved with internal committees such as Joint Health and Safety and Ethics. In addition, they also provide training in Mental Health First Aid and Safe Management. One Case Manager sits on the Situation Table for the Niagara Region.

CHALLENGES

Over the past few years there have been additional pressures that make supporting participants more difficult. In the past, many participants needed support around their deficits such as organizing, memory, and cognitive processes. Now inflation has increased the price of food, housing and transportation. Basic incomes such as ODSP, CPP and OW have not increased to match the inflation.

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This puts individuals at risk of having to decide between food, transportation or rent. Participants may not be able to attend programming due to the cost of transportation.

Other issues that are ongoing are mental health disorders, substance use disorders and homelessness.

OPPORTUNITIES

The Case Management team will continue to assess and survey present caseloads to help with the waitlist which in turn provides timely service to participants. 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

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GENERAL OVERVIEW

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

STATISTICS

Calendar Events & Groups	Number of Unit 10 Events	Total number attended (Unit 10, Groups & Events)	Participants solely accessing Rec Services	Total Admissions
185	356	4749	11	14

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 2025
- 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:
 - ❖ Shows at the Greg Frewin Theatre
 - ❖ 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
- 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

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2025 - 2026

GENERAL OVERVIEW

Rural Services provides supports to individuals in several cities around the Niagara Region including: Fort Erie, Crystal Beach, Ridgeway, Port Colborne, Wainfleet and Stevensville. There are currently 12 participants on the caseload with 7 on the waitlist. Each individual receives services weekly-biweekly depending on his or her individual needs. This may include help with medical appointments, ADL's, budgeting, court cases, etc. Rural Services focuses on supporting participants to continue living independently in the community as comfortable 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 partners and agencies.

Rural Services is currently partnered three 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 are supported to work toward everyday goals which promote healthy routines such as regular exercise, hygiene and healthy eating. Participants also focus on establishing skills which allow them to enjoy and participate in social gatherings, an important step to ensure inclusion. Currently, this program runs Mondays and Tuesdays, with a newly added day program on Wednesday. Due to the demand of day program services, the two agencies have split Monday and Tuesday's programs, averaging 7-9 participants per day. Programming may include activities such as art, education around hygiene and budgeting, as well as other activities which promote positive social interaction and relationships. The Day Program has also added night events such as movies under the stars and drop in socials. Rural Services also supports participants on an outreach basis which has been a significant benefit to individuals and their families given the lack of transportation and available support and programs in the area.

This year we welcomed a new fundraising initiative; in partnership with BIAFE, BICR has been offered a craft sale table at the Lions Farmers Market on Wednesday nights. This will help raise funds to offset some of the costs for individuals to afford more programming.

Rural Services continues to hold BBQ with friends in Ridgeway every other Tuesday through the summer from the beginning of June to August. This has been a great event with tremendous support and turnout. We have also welcomed new opportunities and activities such as live music, which our participants enjoy.

Currently, Rural Services collaborates/partners with a number of different agencies around the Niagara Region including: Niagara Regional Transit, BIAFE (Brain Injury Association of Fort Erie), Niagara Housing, CCAC, St. Elizabeth, Stronger Fort Erie Neighbors, Recreation Department at BICR and the Hub, as well as the VOC department. We have recently engaged in a new partnership with the Niagara Chapter-Native Women (NCNW) and are still in discussion with the Fort Erie Native Friendship Centre.

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
RURAL SERVICES COORDINATOR ANNUAL REPORT
2025 - 2026

CHALLENGES

This year, Rural Services has seen some obstacles with inadequate transportation, low programming and availability to services. The majority of individuals living in this area are limited to the amount of activities and programs they are able to attend in the agency. It is hard for them to get to other BICR programs as transportation and limited supports are available. Even costs are also a barrier as some participants are unable to afford the event fees.

OBJECTIVES FOR THE UPCOMING YEAR

- Maintain and strengthen the community partnerships we have established, leveraging them to maximize the supports we can offer our participants while also looking to establish new partnerships that will further enhance programming and opportunities for community involvement.
- Continue to support participants and their families with the best support and dignity possible through Rural Services.
- Continue to facilitate the Waverly Beach BBQ throughout the summer months by collaborating with other departments in the agency and BIAFE.
- Continue to seek additional recreational opportunities for participants in the rural area in collaborations with our current and future partners.

Chelsie Yungblut
Rural Services Coordinator

BOWDEN SUPPORTIVE INDEPENDENT LIVING PROGRAM ANNUAL REPORT 2025 - 2026

GENERAL OVERVIEW

The Bowden Supported Independent Living (SIL) program is located at 1A Bowden St., Fort Erie, ON. It operates as a partnership between Brain Injury Community Re-entry (BICR) and Niagara Regional Housing. BICR staff maintain an on-site office (unit #8) and provide support from 8:00 AM–8:00 PM Monday to Friday and 10:00 AM–6:00 PM on weekends.

The program supports seven clients and typically runs at capacity, with five participants in bachelor units and two in one-bedroom apartments. The building contains 12 units total, including four non-BICR tenants, two of whom receive services through a partnership between Niagara Regional Housing and the Canadian Mental Health Association (CMHA).

Bowden focuses on enhancing quality of life through community partnerships and skill development. Core goals include social and community engagement; addiction and harm reduction; technological literacy including basic computer skills, smartphone use, app navigation, and online safety; financial literacy and fraud prevention; interpersonal communication and boundary setting; conflict resolution; aging with brain injury; and routines to support sleep and mental health.

PROGRAM ACTIVITIES & SUPPORTS (2025 – 2026)

Bowden increased group outings, including hockey games, movies, and community meals. Continued use of the agency vehicle remains essential to supporting Bowden participants and accessing events across the Niagara Region. Planned activities include summer outings, patio gardening, fishing, and seasonal employment.

Consistent staffing and a low participant-to-staff ratio remain key program strengths, enabling individualized and responsive support. Daily services include coordination with pharmacies; assistance with medical appointments and paperwork; regular check-ins and social engagement; transportation and support for community activities; and activity planning through the BICR Learning and Leisure Guide.

COMMUNITY PARTNERSHIPS

The team continues to strengthen community partnerships with agencies such as Niagara Regional Housing, Brain Injury Association of Fort Erie (BIAFE), Canadian Mental Health Association, Salvation Army, COPE, Job Gym (Fort Erie), ARID House Recovery Homes, CASON, New Port Centre for Mental Health and Addiction Recovery, St. Vincent de Paul, and St. Michael's Church (offering a hot meal every Wednesday and hygiene products the second Wednesday of each month).

CHALLENGES & OPPORTUNITIES

Transportation continues to present barriers. Following the 2022–2023 transition to an on-demand transit system, participants have experienced long wait times, cancellations, and booking difficulties.

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
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With a return to regular bus service anticipated in 2026, staff will support participants to build confidence and independence using the new system.

Employment remains a key goal for many participants. Despite support from BICR Vocational, Fort Erie Job Services, and Job Gym (Fort Erie), securing paid work continues to be challenging. Ongoing efforts focus on building routines, skills, and readiness to enhance employability.

OBJECTIVES FOR THE UPCOMING YEAR

While remaining responsive to individual participant needs, consistent areas of support and education include social and community engagement; addiction and harm reduction; technological literacy including basic computer skills, smartphone use, app navigation, and online safety; financial literacy and fraud prevention; interpersonal communication and boundary setting; conflict resolution; aging with brain injury; and routines to support sleep and mental health
Program priorities include:

- **Person-Centred Care:** Meeting goals through equal partnerships in planning, developing, and monitoring care to achieve best outcomes.
- **Accessible Care:** Providing appropriate and timely services
- **Appropriate Care:** Ensuring care is evidence-based and people-centred
- **Integrated Care:** collaborating to integrate services that are continuous and coordinated with other service providers.
- **Effectiveness:** Effective use of resources.

CONCLUSION

In closing, the Bowden SIL program continues to demonstrate a strong commitment to fostering independence, stability, and community inclusion for individuals living with brain injury. Through consistent staffing, meaningful partnerships, and person-centred support, participants are empowered to build skills, pursue personal goals, and enhance their overall quality of life. While challenges such as transportation barriers and employment access persist, the program remains responsive and proactive in addressing these needs. Looking ahead, Bowden is well positioned to build on its strengths, expand opportunities for engagement, and continue delivering high-quality, integrated support that reflects the evolving needs and aspirations of its participants.

David Corman
Team Coordinator Bowden-SIL

VOCATIONAL SERVICES ANNUAL REPORT

2025 - 2026

Over the past year, the Vocational Department continued to provide meaningful employment and skill development opportunities for individuals living with acquired brain injuries. Through a variety of work experiences and training initiatives, participants were able to strengthen workplace skills, increase independence, and contribute positively to their community.

A significant milestone this year was the organization and delivery of our **first Participant First Aid and CPR training course**. This initiative provided participants with the opportunity to develop important safety and emergency response skills that are valuable in both workplace and community settings. A total of **six individuals successfully completed the course**, demonstrating strong engagement and commitment to building their knowledge and employability.

The Cemetery Gardening Angels program continued to be a key vocational opportunity during the summer months. This program provided employment to 23 individuals with disabilities, allowing participants to gain hands-on experience in garden maintenance, teamwork, and workplace responsibility while contributing to the care and presentation of the cemetery garden plots. The retirement of the cemetery maintenance staff member at B’Nai Cemetery also created an opportunity for program growth. As a result, the program was able to acquire 23 new garden plots, expanding opportunities for participant involvement and employment. As with many outdoor programs, the season presented some challenges. Attendance fluctuations and periods of extremely hot weather required adjustments to scheduling and work routines to ensure the safety and well-being of participants. Despite these challenges, the program remained productive and participants demonstrated resilience and dedication throughout the season.

The **Kettle Bells program** experienced a period of transition this year as it operated under **new management**. As with many organizational changes, there were a number of initial challenges while processes and expectations were being established. However, through collaboration, problem-solving, and persistence, the program successfully navigated these early difficulties and continued to provide valuable vocational opportunities. During the Christmas season, the program **employed three participants as well as two dedicated volunteers**, whose contributions were essential to the success of the charitable program as well as their personal development.

Overall, the past year has reflected both progress and adaptability within the Vocational Department. Participants have benefited from expanded learning opportunities, practical work experiences, and increased community engagement. The department remains committed to strengthening vocational programming, supporting participant development, and identifying new opportunities for inclusive employment in the coming year.

Dianne Jackson
Vocational Facilitator

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
COMMUNITY OUTREACH SUPPORT SERVICES ANNUAL REPORT
2025 - 2026

The COSS Program has completed another year of service ending March 31, 2026. What a great year it was!

The COSS team continues to develop, grow and mature. The strength of our team is the combination of seasoned staff who have served with COSS for 10, 15, 20 years and more, and the newer staff who have come to us in the past 1 to 5 years with new eyes, fresh ideas and positive energy. We currently employ 13 Full Time Case Facilitators, 1 just returning from LOA, 2 Part Time Case Facilitators, 3 Part Time shared Rehabilitation Counsellors, and 1 Relief Rehabilitation Counsellor. This totals 19 people who make up our team. This past year we have had many discussions about the work we do, from how to balance direct and indirect time, to how to best document what we are doing, to some of the challenges we encounter and how to gain new expertise and skills in managing them. There is a constant flow of people coming into and leaving our service. Some we see for short periods of time and some we see for a lifetime.

We are currently serving 144 participants, an average of 10 participants per Case Facilitator. The people we serve present with a variety of challenges that threaten their ability to live in the community. Our activities with participants include helping them to manage their home, practicing new ways of remembering and following through with daily tasks, assisting them with relationship management and boundaries, helping them with grieving loss, facilitating vocational or recreational activities and in some cases spending time with participants so that caregivers can get some needed respite.

A relatively small percentage (5%) of the people we serve struggle with secure affordable housing. As living expenses, particularly the cost of food, increase over the next few months, we anticipate that more of them will begin to experience greater challenges with covering their rent and transportation costs, especially those who are living on a fixed income. Helping people to manage these challenges will become more of a focus of our time as we attempt to support people to access the community supports like food banks in order to maintain a reasonable diet.

In the next season of COSS, we will be looking at ways that we can apply our limited resources to do the right things, with the right people, at the right time. We want to share more about what we are doing with each other through the introduction of case reviews to our meetings. We also want to integrate the clinical support that we get from Dr. Cudmore, the agency's Neuropsychologist, and Snezana Jevtic, the agency's Social Worker, more consistently. As the demands for our services increase and the staffing resources to address those demands stays the same, we need to work together to ensure we are stewarding our resources to the best of our ability and within the limits and boundaries of our service mandate.

We continue to see an increasing trend of referrals to COSS of people who present with mental health and addiction. In June of 2026 we will be starting a SMART RECOVERY group to address these needs. We are very appreciative for the support of our Clinical Psychologist, Dr. Cudmore, for her ongoing oversight and leadership in the development of this unique program offering. We are also appreciative of the Case Facilitators who have support this program currently and in the past.

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
COMMUNITY OUTREACH SUPPORT SERVICES ANNUAL REPORT
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Although it is not always appreciated fully, social isolation is one of the most damaging consequences of brain injury. The need for social connection is common to all of us. When it is disrupted, people begin to lose their purpose and sometimes their will to live. Transportation has been identified as one of the major barriers to socialization for our participants.

In the past year we have addressed this challenge in a number of ways. First, we are beginning to cooperate more, where possible, to group participants and drive them to special events. I see this happening on Mondays at bowling where a Case Facilitator from Welland will pick up a couple of people and transport them. Second, we have improved our communication and partnership with Niagara Regional Transit. Representatives from NRT presented to our team in February 2026. We will continue to partner with them to attempt to improve the riding experience for our participants. Finally, we will continue to review our own policies and practices to determine what needs to change in order to reduce access barriers to community re-integration for our participants.

Access to our health care system for people with ABI can be, and often is, difficult for them. We often find ourselves advocating in emergency rooms, doctors' offices, mental health wards, and at the Justice of the Peace in an effort to get the medical/mental health care our participants need. In many cases people would not get medical care if it were not for our efforts to get them there and to hold doctors accountable to provide good care. This work continues on a case-by-case basis.

Similarly, we continue to seeing more young adults placed in Long Term Care every year. Our support of that system comes primarily through two of our Case Facilitators, Amanda Whittard and Natasha Tomaino. The two have developed close relationships with the facilities that house our participants. Similarly, Judith Schram and Olivia Del Vecchio have worked hard at a facility in Vineland to assist with the transition of a challenging young person. Providing ABI education and consultation via Dr. Cudmore and in some cases allowing access to Dr. Seyone for specialized Neuropsychiatric consultation have all lead to incredible successes in this area.

We live in challenging times! Our work occurs across a wide spectrum of people with varied life experiences, cultural backgrounds, political affiliations and religious beliefs. Our desire is to respect the needs of all people, regardless of their race, color or creed. Brain injury is the experience that unites us. The event changes everyone touched by it. We believe that our efforts can assist people with the process of community re-integration, whatever that means to them personally.

We look forward to the challenges that this coming year will present!

Scott Farraway
COSS Program Manager

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
LONG TERM CASE MANAGEMENT ANNUAL REPORT
2025 - 2026

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 2025 - MARCH 2026

CASELOAD APRIL 2025	ADMISSIONS	DISCHARGES / FILE CLOSURES	TRANSFERS	CASELOAD MARCH 2026	WAITLIST MARCH 2026
28 participants	0	1	1	28	0

The above statistical information provides an overview of the Long-term Case Facilitators caseload from April 2025 to March 2026. This writer started the fiscal year with 28 participants and ended with 28 participants.

REFERRALS / ADMISSIONS

The Long-term Case Facilitator received one referral this fiscal year, which was from Community Outreach Support Services.

AREAS OF SUPPORT

Provided support with problem solving and development of compensatory and coping strategies while offering ongoing emotional support and advocacy as needed. Assisted with connecting to both internal and external services and community programs to help access appropriate resources. Supported with housing-related needs organizing, groceries, scheduling, coordinating and attending medical appointments to ensure continuity of care. Assisted with completing paperwork such as applications for new disability benefit, Canada dental plan understanding correspondence etc. The writer reviews the L&L guide with participants who express interest and inform 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. (10 crises were tracked during the aforementioned year).

TRANSFERS

There was one transfer from COSS to Long-term Case Facilitator; this person wanted to continue to receive limited service but did not have any active goals.

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
LONG TERM CASE MANAGEMENT ANNUAL REPORT
2025 - 2026

DISCHARGES

One participant passed away during the reporting period.

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 evaluate the transition/discharge process; ensuring services continue to meet the needs of participants during and after their transition. During this fiscal year, twenty –seven surveys; were 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
2025 - 2026

PROGRAM HIGHLIGHTS

The PET program is a leisure based educational program with a hybrid of drop-in and sign-up activities, with one designated respite day each week. With a focus on opportunities to improve social skills, cognitive function, emotional regulation, and psychological well-being, 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, inspired by their own cultural backgrounds, teach some recipes.
- Fit ‘n Fun is an hour of adapted exercise including participant led moves (Follow the Leader), adapted dance by Bust a Move Dance, and adapted chair yoga by certified yoga instructor, Karena.
- Music Therapy with Kurt Dunn remains a core program open to everyone, and offered as part of our respite program on Fridays
- Movie Making Series – a creative and collaborative program where participants learned about sound effects, recording, editing, and creating soundscapes to a short film the group produced, led by music therapist Justis Krar and film school graduate, Thomas Calagurio.
- Stitch and Bitch – a participant-renamed yarn arts group for knitting, crocheting, and looming. In the coming year we hope to expand to teaching the art of macramé and embroidery.
- Future programs: DROM musical fitness in partnership with Brock University, travel trivia with a focus on cultures, open mic/talent night, jam making, and pizza making.

PARTICIPANT EDUCATIONAL 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 skill development through supported volunteer placements.
- *Brain Basics Series*: a 10-week curriculum-based program that promotes recovery strategies through education where participants can learn from the participant-driven discussions as much as the formal content.

KEY PARTNERSHIPS

- *Recreation Department*: The partnership sees the continuation of seasonal dances like Spring Fling and Halloween, as well as Casino, Music Trivia, and Pub Games at The Hub. The Christmas Luncheon at the Grantham Optimist Club is also a popular event planned and hosted by both the recreation department and the PET program.
- *Vocational Department*: The ongoing collaboration provides participants with specialized training to increase self-awareness, problem solving skills, and job readiness.

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
PERSONAL EFFECTIVENESS TRAINING ANNUAL REPORT
2025 - 2026

COMMUNITY COLLABORATIONS & EVENTS

- Brain Injury Awareness in the Park: In its third year and in partnerships with the *Brain Injury Association of Niagara*, *Brain Injury Association of Fort Erie*, and the *Ontario Brain Injury Association*. We hope for more community vendors, and a well-attended event scheduled at the *Grantham Optimist Club* in St. Catharines this coming year.
- 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.

Participant feedback remains the foundation of PET programming development. By listening to those we serve, we continue to evolve and find inspiration for the future. We are truly grateful for another year of meaningful and fulfilling learning and leisure opportunities for participants at BICR.

Katie Hill

Personal Effectiveness Training Program Coordinator

RESIDENTIAL SERVICES ANNUAL REPORT

2025 - 2026

GENERAL OVERVIEW

This report covers the period from April 1, 2025 to March 31, 2026. Residential Services is comprised of the Richardson Court, Promenade Richelieu and Parkdale residential programs.

RESIDENTIAL SERVICES

The Residential department provides resources and supports for **16 full-time residential placements** with some day respite services at Parkdale. The Residential department consists of a dedicated team; comprised of three Program Managers, 2 Team Coordinators, 6 Case Facilitators, 54 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. All of our residential programs continue to utilize the 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. When either assessments results in a high score, the CF completes a detailed, descriptive plan highlighting protocols that maximize participant safety.

As the work continues, the teams continue to focus on maximizing overall safety for our participants. One of the sites purchased a ceiling lift to accommodate for changes in mobility. Our 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 provides additional nursing supports at one of our sites for a participant experiencing complex, medical needs. This additional support gives the participant an opportunity to continue to reside in our Residential program and reduces the frequency of Hospital emergency department visits.

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
RESIDENTIAL SERVICES ANNUAL REPORT
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Challenges experienced in the residential programs include participants aging and the risks associated with (cognitive decline, increase of falls, need for assisted devices, dietary changes). This requires increased and ongoing training for staff. Another challenge continues to be the number of limited staff who are able to drive an agency vehicle or their personal vehicle. Our hiring practices has changed over time and the agency no longer requires staff who have a valid driver's license.

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

2025 - 2026

Buckley Towers is a supported independent living program based in Niagara Falls. The program provides support to participants so that they have an opportunity to live in their own apartment while accessing staff where needed. The participants in the program learn to be 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.

There is a very strong ongoing partnership between the Buckley Towers program and Niagara Regional Housing. This partnership strengthens the BICR program and gives opportunities for participants to access subsidized housing while receiving BICR support. 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 barrier. There is a significant shortage of affordable housing options in the community, which makes transitioning participants out of the program very challenging. 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 especially as our participants are aging and their support needs are increasing.

HIGHLIGHTS FOR 2025-2026

- 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.
- 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 during the year with free 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. All of the units were renovated with new fridge and stove in their kitchens.
- There are ongoing inspections and treatment of participant's apartments for bed bugs and cockroaches.
- Participants are becoming more involved with classes /services that are being offered in the Buckley building through the Community Cares organization.
- Several participants have reconnected with Art Class at The Hub and Wood Working at Heartland Forest. Another participant has the opportunity to continue to enjoy indoor and outdoor golf all year round.

BUCKLEY TOWERS ANNUAL REPORT

2025 - 2026

- 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 unhoused congregating on the Buckley property.

CHALLENGES FOR 2025 - 2026

- 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 of unhoused individuals in the area, safety awareness for participants and staff has been heightened. Reviewing safety protocols has become a regular conversation with participants, this includes conversations regarding avoiding walks in the evening or early morning, using the stairwells instead of the elevators and reporting individuals demanding food or money.
- The Buckley Towers building continues to have ongoing infestations of bed bugs and cockroaches. 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 to ensure that the item is clean and bug free.
- As staff continue to focus on increasing programming and community access, transportation is a challenge for participants. The Buckley program does not have a van located at the building and uses the agency van located at the St. Paul residence. The sharing of the van poses challenges when the van is already in use. 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 will be on establishing daily and meaningful routines for each participant. Each participant is involved in creating his or her own goals to work on through-out the year.
- Staff will continue to assist participants to explore leisure options in the community and activities with BICR's Recreation and PET departments. The staff will support participants in incorporating these activities into their routines
- Staff will 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
2025 - 2026

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 all over 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 operates 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 an 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, participants were actively involved with BICR's Vocational Program. The individuals that participated gained employment experience by working with Cemetery Gardening Angels during the summer months and at 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.

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.

Physical fitness and activity have also featured in the rehabilitation of several participants as they maintain a membership at local gyms and follow at home physiotherapy programs. Participants are also utilizing the indoor walking tracks at the Canada Games Centre, both areas contributing to improved physical strength, coordination, social skills, and mental health.

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
ST. PAUL TRANSITIONAL LIVING PROGRAM ANNUAL REPORT
2025 - 2026

Our participants have the privilege of working with the support of Dr. Seyone, Neuropsychiatrist, six times a year. Each participant, the Team Coordinator, and Clinical Lead, 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.

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, RAAM Clinic, and Ontario Addictions Treatment Centre). Recent changes to our partnership with CASON have allowed a more streamlined route for participants to access supports. Direct staff support at these programs on an individual basis as needed following St. Paul's harm reduction approach to assist participants in managing 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.

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, increasing community involvement, and physical health.

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.

The team at St. Paul look forward to the year ahead and to continuing to provide this valuable resource and opportunity for participants to work on their individualized goals and increase their levels of independence.

Juanita Holub with Dan Capell, *Team Coordinators*

PSYCHOLOGY SERVICES ANNUAL REPORT

2025 - 2026

Over the past year, Psychology Services continued to provide comprehensive neuropsychological, neurobehavioural, and mental health supports to participants across the organization. Services were delivered by one full-time Neuropsychologist, who also serves as BICR's Clinical Director. The Neuropsychologist reports directly to the Chief Executive Officer and the Board of Directors.

Psychology Services continued to support participants through a combination of assessment, therapeutic intervention, consultation, education, and interdisciplinary collaboration. Clinical services included neuropsychological, neurobehavioural, and mental health assessments, as well as psychoeducation, individual psychotherapy, and consultation to both BICR teams and external community-based providers.

During the 2025–2026 year, Psychology Services provided support to a total of 65 unique participants, with an average of 34 participants having contact with the Neuropsychologist each month. Referrals continued to be received through the agency Intake process, internal teams, and external community sources including family physicians, hospitals, and community agencies. Over the course of the year, Psychology Services received 4 referrals for neuropsychological assessment and 9 referrals for individual therapy services. A total of 12 new files were opened, while 11 files were successfully closed during the reporting period.

The Neuropsychologist continued to monitor participant progress using the Goal Attainment Scale (GAS), supporting a participant-centred approach to goal development and outcome measurement. Through collaborative goal setting focused on meaningful and individualized outcomes, approximately 68% of participants met or exceeded their identified goals during the 2025–2026 year.

In addition to direct clinical service delivery, the Neuropsychologist maintained active involvement in several organizational committees and initiatives, including:

- Management Team
- Admissions Committee
- St. Paul Transitional Program Admissions
- Behavioural Ethics Committee
- Your Voice Matters Participant-Centred Care Committee

The Neuropsychologist also continued to coordinate and support virtual neuropsychiatric consultations provided to BICR participants by Dr. Seyone, helping to facilitate timely access to specialized psychiatric consultation services.

Recognizing the growing complexity of participant needs, the Neuropsychologist remained actively involved in exploring supports and community partnerships for individuals experiencing substance use challenges. Efforts focused on strengthening collaboration with external service providers and identifying pathways to improve access to appropriate supports. In addition, Psychology Services continued to support participants presenting with complex interpersonal, emotional, and behavioural

PSYCHOLOGY SERVICES ANNUAL REPORT

2025 - 2026

needs, including challenging personality traits following ABI. Emphasis will continue to be placed on fostering a collaborative, team-based approach with staff and interdisciplinary teams to promote consistent strategies, enhance understanding of underlying neurobehavioural factors, and support effective participant engagement and care planning.

Community education and capacity-building also remained an important component of Psychology Services this year. The Neuropsychologist provided several acquired brain injury (ABI) education in-service sessions to long-term care homes within the region where a number of BICR participants reside. These sessions focused on increasing staff understanding of ABI-related cognitive, behavioural, and emotional changes, particularly in relation to the management of responsive or challenging behaviours within long-term care environments.

Finally, the Neuropsychologist participated in both the Community Open Space and Staff Open Space forums facilitated by the agency. These forums provided valuable opportunities for engagement, collaboration, and future service planning informed by participants, staff, and community stakeholders.

Psychology Services remains committed to delivering participant-centred, evidence-informed care while continuing to support organizational growth, interdisciplinary collaboration, and community partnerships in meeting the complex needs of individuals living with acquired brain injury.

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

SOCIAL WORKER ANNUAL REPORT

2025 – 2026

Over the past year, the Social Work department has been very busy servicing an average of 54 participants and family members per month. Twenty-one new participants were added to the caseload and fifteen participants were discharged. There is a current waiting list of 24 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 and in order to best serve the needs of our participants. The goal of the Social Work program is to continue to enhance trauma-informed and person-centred care practices and promote holistic approaches that address both physical and psychosocial recovery. 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

2025 - 2026

ACCREDITATION CANADA

Brain Injury Community Re-entry (Niagara) Inc. (BICR) has been accredited by Accreditation Canada since 1997 and is proud of its long-standing accreditation status. In May 2025, BICR participated in its on-site assessment survey and is pleased to announce that it received **Accreditation with Exemplary Standing for 2025 to 2029**, the highest decision awarded by Accreditation Canada. This designation indicates that BICR exceeded the fundamental requirements of the accreditation program.

In its report, Accreditation Canada surveyors commented, **“The organization embodies a strong commitment to service excellence for the complex population it serves. Community partners, participants and families recognize that the organization seeks creative solutions to complex problems in finding support services for their participants.”**

Successful accreditation requires significant dedication, planning and teamwork. In preparation for the survey, BICR completed a comprehensive self-assessment in six key areas: Service Excellence, Governance, Leadership, Acquired Brain Injury Services, Medication Management and Infection Prevention and Control.

Later in the fiscal year, BICR was selected to collaborate with Accreditation Canada as part of its Client Spotlight Initiative, highlighting quality improvement work across accredited organizations. The article, *Transforming Lives After Brain Injury: How Brain Injury Community Re-entry Inc. Leads with Compassion, Innovation and Excellence*, was featured during Brain Health Awareness Month.

STRATEGIC INFORMATION SYSTEMS PLANNING (SISP)

EQUIPMENT: In 2025, the agency installed a new network file server and continued its proactive replacement of systems older than 2018 to ensure compatibility with the Windows 11 upgrade required by October 2025. By year-end, 10 new systems (9 laptops and 1 desktop) had been purchased. At present, 59% of systems are 0-4 years old, 38% are 5-7 years old and 3% are 8-10 years old.

TIMESHIFT: BICR’s scheduling software, TimeShift, reached its end of life and was retired in March 2026. The Human Resources and Finance departments are transitioning the agency to ADP Workforce Now, a web-based platform that supports staff scheduling, time and attendance, human resources management, payroll functions and financial reporting.

OTHER HIGHLIGHTS

Over the past year, the administrative team provided comprehensive support to BICR and its network, including more than 90 applicants, 364 participants and their families, more than 150 staff, students, volunteers and board members.

PROJECT MANAGER ANNUAL REPORT

2025 - 2026

During the fall, the agency also began preparing for the retirement of **Frank Greco, Chief Executive Officer**, expected in 2026. We extend our sincere thanks to Frank for his years of dedication, leadership, and the positive impact he has had on the agency and the community.

Key activities during the year included:

- Assisting with the Community Open Space Strategic Planning Day in November and participating in the Staff Open Space Forum in January.
- Supporting the Emergency Response and Outbreak Committee (EROC) in completing its annual work plan, including testing emergency preparedness through a tornado scenario exercise.
- Participating on the Participant Safety Steering Committee, which provides quarterly participant incident statistics and reports to the Board of Directors. In 2025, a total of 300 incidents were reviewed.
- Completing participant record binder audits in Community Outreach Support Services.
- Managing privacy requests and questions related to privacy and access, as well as tracking privacy breaches in accordance with mandatory provincial reporting requirements.
- Reviewing and updating key agency forms, including the File Status, Personal Data Sheet and Referral to Internal Services forms.
- Refreshing key publications, including the Learning & Leisure Guide, Participant Handbook, Staff Internal Digest, and various agency brochures with updated formatting and design.
- Completing the annual French Language Services assessment for the province.
- Supporting successful fundraising initiatives, including BINGO, Bowling and Golf Tournament events.
- Participating in a wide range of agency committees, including the Board of Directors, Staff Social Wellness Committee, Admissions, Falls, Joint Health & Safety and Behavioural Ethics Committees. This writer participated in the Participant Safety Steering Committee, Emergency Response and Outbreak Committee, Infection Prevention and Control Committee and French Language Services.

Together, the work on these initiatives demonstrates the administration team's dedication and collaboration, reflecting its ongoing commitment to supporting BICR's mission and operations.

GOALS FOR THE UPCOMING YEAR:

- Welcome and support **John Zsofcsin** in his transition as BICR's new Chief Executive Officer.
- Continue work on upcoming Accreditation Canada initiatives, including attestation requirements, new Required Safety Practices and other accreditation standards.
- Provide Privacy (PHIPA) training for staff in partnership with the Ethics and Boundaries training, and continue mandatory privacy breach reporting to the Information and Privacy Commissioner of Ontario.
- Refresh BICR's website design and content.

PROJECT MANAGER ANNUAL REPORT

2025 - 2026

- Introduce the agency on social media platforms: Instagram & LinkedIn.
- Update the Level of Vulnerability Assessment form that is used to identify participants most in need during emergencies as part of the agency's Emergency Response Plan.
- Work with Ontario Health to transition BICR's interRAI CHA Assessments from the AcuteNet platform to the new Civica platform.
- Support initiatives relating to the agency's Strategic Directions.
- Complete participant record binder audits according to the agency's audit schedule.
- Destroy participant records according to the agency's records retention schedule.
- Complete Participant and Family Satisfaction surveys.
- Continue mandatory PPE statistical reporting to the province.
- Support fundraising initiatives including BINGO, the Bowling Event and Golf Tournament.

Heather Olszewski

Project Manager

HUMAN RESOURCES ANNUAL REPORT

2025 - 2026

Human Resources plays a vital role in shaping the strength, culture, and success of our organization. Over the past year, the Human Resources Department has remained committed to supporting our people, fostering a positive workplace environment, and ensuring that our policies and practices align with BICR’s strategic goals.

Over the last fiscal year, the department focused on enhancing recruitment processes, strengthening employee engagement, expanding training and professional development opportunities, and improving internal processes to support a productive and inclusive workplace. Through collaboration with leadership and all departments, Human Resources has worked to ensure that employees remain empowered, supported, and equipped to contribute effectively to organizational success.

Our Human Resources department has kept up with the theme of continuing to build and nurture a strong talent pool within BICR. We start off strong by carefully screening applicants at the recruitment stage, followed by providing candidates an informative and realistic recruitment experience. We have continued to work closely with Program Managers to help manage and tackle employee relations, while providing guidance on best practices.

We focused on succession planning by identifying and recognizing staff who are interested in developing leadership skills for future senior roles. We heavily promoted internal opportunities and cross-training, as a way to provide staff with the tools to develop their skills within BICR. We are currently completing our first round of leadership skills training with Neil Thornton, of the Thornton Group, with eight (8) staff actively participating in the 10-week program, and another eight (8) staff to participate in the training in the next fiscal year.

We remain active in placing college and university students by working closely with Niagara College, Brock University and Mohawk College. This fiscal year we placed over a dozen students across residential programs, with most of them transitioning to a relief Rehab Counsellor position upon completion of placement. We also hired on five (5) Canada Summer Jobs program contracts, with three (3) of them staying on as permanent relief staff.

As an agency, our turnover rate remains fairly low and statistically unchanged from last year, with the majority of resignations caused by relocation, returning to school or to pursue full-time employment. The strong focus on cross-training and utilizing existing staff to fill shifts has been fruitful in satisfying the desire for higher hours. We continue to utilize scheduling meetings to explore sharing opportunities and status changes for relief staff looking to move up in position status.

New Hires External		Departures (including seasonal staff)		Internal Movement / Promotions	
18		45		23	
Full Time	1	Resignations	18	Position promotion	2
Part Time	0	Dismissal	2	Permanent Full-Time	4
Relief	12	End of contract – CGA	25	Permanent Part-Time	8
CSJ Program: FT temp	5			Full Time Temp Contract	3
				Lateral Transfers	1
				Status change to Relief	5

HUMAN RESOURCES ANNUAL REPORT

2025 - 2026

We continue to participate in sending two (2) volunteers to Delta Bingo St. Catharines for two hours each month. We've been able to accept extra sessions, resulting in higher contributions for the agency. We have been working with Case Facilitators to provide volunteering opportunities for participants looking to give back and be more involved in the community. We have also been taking on more student volunteers between the HUB and Richardson Court, for Brock University students looking to gain community hours for their program. This has helped youths gain experience in supporting individuals living with a disability, as they pursue careers that help the vulnerably population.

The highlight of this fiscal year has been our transition to our new system, ADP WFN. We faced many challenges during the transition process, but as a department, we have embraced the change with a strong positive attitude and supportive mentality. HR and Scheduling worked closely to ensure staff were provided with information sessions through site visits, main office meetings and virtual sessions via Zoom. We worked side by side with Program Managers to ensure we supported their transition from physical timesheets to ADP timecards. We have continued to offer our support and guidance as the agency as a whole continued to make the transition.

Lisa Young
Director of Human Resources

Claudine Raphenya
Human Resources & Volunteer Coordinator

DIRECTOR OF FINANCE ANNUAL REPORT

2025 - 2026

The main focus of finance and accounting is the provision of accurate and timely financial reporting for Ontario Health West, The Ministry of Health, The Board of Directors and the agency's management providing relevant and reliable information for effective decision making.

It has been another busy year for the finance and accounting team. Together with Human Resources, over the past 10 months, the agency successfully moved to ADP Workforce Now for its Human Resources, time and attendance and payroll processing. There were many challenges along the way and all modules went live in January 2026. We look forward to the many benefits that this new platform will provide for management and staff.

Ontario Health confirmed in the fiscal year that the one-time funding provided during 2024/2025 fiscal year had become base funding for 2025/2026.

Fundraising events and donations made it possible to raise approximately \$35,000 in revenues, combined from the 23rd annual Bowl-a-Thon, the 26th 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 Quality Committee consists of 6 members that meet quarterly to review targets and initiatives results and make recommendations for improvements and indicators. The Quality Plan for 2026-2027 is underway and will include the agency's new strategic directions for the next three fiscal years. 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 makes recommendations for what is necessary for successful outcomes.

Finally, many thanks and appreciation to Jamie Bird and Joelle Lauzon in the accounting office for their everyday commitment and support to managers, staff, families and participants.

Wendy Bowen
Director of Finance

37TH ANNUAL GENERAL MEETING MINUTES

JUNE 4, 2025

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

REGRETS: Doug Kane, Patricia McNabb

1. Meeting called to order at 5:05 p.m.

Frank Greco welcomed and thanked everyone for attending the 37th 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 37th Annual General Meeting as presented.

Moved: Erica LaPlante

Seconded: Dr. Tricia Pailing

Carried.

3. Review and approval of the minutes from the Annual General Meeting held on June 5, 2024.

Motion: To approve the minutes of the 36th Annual General Meeting held on June 5th, 2024 with no errors or omissions.

Moved: Sharon Cochrane

Seconded: Luc Savoie

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 2024-2025. Tim is an Independent Auditor, and Doane 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 Doane 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, 2025. Tim stated that Doane 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.

37TH ANNUAL GENERAL MEETING MINUTES

JUNE 4, 2025

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, 2025 as presented.

Moved: Jackie Lynch

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.

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 Board's efforts and commitment is crucial to the agency's success. Frank thanked the Managers, staff and Board for all of their hard work during the Accreditation process and announced that the agency has again been accredited with Exemplary status.

Appointment of Auditor's

Motion: To appoint the accounting firm of Doane Grant Thornton for the operating year of 2025-2026.

Moved: Luc Savoie

Seconded: Dr. Tricia Pailing

Carried.

Recognition of Directors

Doug Kane – Chair

Luc Savoie – Treasurer

David Shapiro – Director

Jackie Lynch – Director

Dr. Tricia Pailing – Director

Sharon Cochrane – Director

Wayne DeGuast – Director

Patricia McNabb – Director

Erica LaPlante – Director

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

7. Meeting adjourned at 5:20 p.m.

Motion: To adjourn the 37th Annual General Meeting.

Moved: Sharon Cochrane

Seconded: David Shapiro

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, 2026, 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, 2026, 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, excluding land, building and vehicles, 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, 2026 and 2025, assets at March 31, 2026 and 2025 and net assets as at April 1 and March 31 for both 2026 and 2025 years. Our opinion on the financial statements for the year ended March 31, 2025 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

Independent Auditor's Report (continued)

Organization or to cease operations, or has no realistic alternative but to do so.

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

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

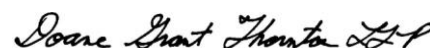
As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

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

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

St. Catharines, Canada

May 26, 2026



Chartered Professional Accountants

Licensed Public Accountants

Brain Injury Community Re-Entry (Niagara) Inc.


Statement of Financial Position

	2026	2025
<u>March 31</u>		
Assets		
Current		
Cash	\$1,658,562	\$ 2,046,651
Short-term investments (Note 3)	1,035,747	994,371
Accounts receivable	70,211	40,699
Prepaid expenses	23,964	53,383
Funds held in trust for residents	9,325	17,370
	<u>2,797,809</u>	<u>3,152,474</u>
Richardson Court Facility reserve funds on deposit (Note 8)	89,216	89,216
Property and equipment (Note 4)	672,726	720,499
Goodwill (Note 5)	<u>85,577</u>	<u>85,577</u>
	<u>\$3,645,328</u>	<u>\$4,047,766</u>
Liabilities		
Current		
Accounts payable and accrued liabilities	\$ 401,301	\$ 614,793
Program funding payable	429,745	743,782
Deferred revenue	69,016	50,388
Liability for resident funds held in trust	9,325	17,370
Bank loan (Note 6)	191,805	206,092
Current portion of long-term debt (Note 7)	19,983	53,599
	<u>1,121,175</u>	<u>1,686,024</u>
Long-term debt (Note 7)	13,959	
	<u>1,135,134</u>	<u>1,686,024</u>
Net assets		
Unrestricted	379,724	379,724
Internally restricted - Reserve Fund	2,041,254	1,892,802
Externally restricted - Richardson Court Facility Reserve (Note 8)	89,216	89,216
	<u>2,510,194</u>	<u>2,361,742</u>
	<u>\$3,645,328</u>	<u>\$ 4,047,766</u>

Commitments (Note 10)

On behalf of the board

 Director

 Director

Brain Injury Community Re-Entry (Niagara) Inc.**Statement of Operations**

Year ended March 31	2026	2025
Revenue		
Ministry of Health	\$ 7,221,250	\$ 7,092,030
Fee for service	363,726	362,799
Resident fees and recoveries	139,337	135,034
Rental income	80,027	80,231
S.E.E.D. grants	22,771	20,973
	<u>7,827,111</u>	<u>7,691,067</u>
Expenses		
Building and grounds		
Amortization	33,945	33,759
Occupancy costs	216,488	217,003
Interest on long-term debt	8,479	7,918
Utilities	48,025	46,198
Maintenance	172,563	149,265
Contracted out	22,829	24,231
Employee benefits	899,514	858,553
Equipment	27,368	42,707
Insurance	95,581	90,907
Office	37,843	29,779
Participant costs	158,251	154,979
Professional fees	44,569	35,153
Supplies	85,816	73,835
Telephone and general expenses	108,211	90,112
Training	55,223	32,348
Travel	109,027	108,608
Wages	5,675,482	5,640,000
	<u>7,799,214</u>	<u>7,635,355</u>
Excess of revenue over expenses before other items	<u>27,897</u>	<u>55,712</u>
Other items		
Cemetery Gardening Angels revenue	66,519	55,558
Donation and fundraising contributions	51,730	56,170
Interest income	82,329	129,855
Cemetery Gardening Angels expenses	(50,855)	(51,167)
Fundraising expenses	(15,340)	(15,191)
Vehicle amortization	(13,828)	(19,754)
	<u>120,555</u>	<u>155,471</u>
Excess of revenue over expenses	<u>\$ 148,452</u>	<u>\$ 211,183</u>

DONATIONS
2025 – 2026

DONATIONS IN MEMORY

Susan Mouck

Michael Ostryhon

DONATIONS AND SPONSORSHIPS 2025 – 2026

Advanced Office Solutions	Horton Automatics	Shawn Hall
Anne Wilde	JC Patisserie Café	Stamford Centre Volunteer Firemen's Assoc
Bell Canada	Jeff Spelier	The Post Office
Bestway Bedding Ontario Inc.	Jim Miller	The Travel Agent Next Door
Boston Pizza	Jim's No Frills	Thorold Foodland
CAA Niagara	John Lee	Tim Hortons
Canada's Pro Plumbing & Rooter	Johnny Rocco's	Vermeer's Garden Centre & Floral Shop
Central Auto Service	Melissa Mason	
Complete Comfort Niagara Inc.	Meridian Credit Union	
Corporate Facility Supply	Mick & Angelo's	
Creekview Floral	Microtech Niagara Inc.	
David Shapiro	Mortgage Tree Brokerage Inc.	
Diana Marshall	Mountainview Properties Corp	
Doane Grant Thornton LLP	Niagara Falls Minor Hockey	
Emerald Janitorial Service	Niagara Helicopters Ltd	
Emily Esthetics	Niagara Ice Dogs	
Family First Pharmacy	Ray & Melissa Phillip	
Frank's Feather & Fin Ltd	Rick Reese	
Guy Rizzo - 1939569 Ontario Ltd.	Rule 32 Web Consulting Inc.	
Harvey Moving Systems	SafeStor Records Management	
Holiday Inn Staybridge Suites	Sharon Cochrane	

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