

COMMUNITY HEAD INJURY
RESOURCE SERVICES
IMPACT REPORT 2019





Mission

CHIRS exists to improve the quality of life for persons living with the effects of acquired brain injury.

Vision

To be leading-edge in the provision of evidence-based community and client-centred services in the field of Acquired Brain Injury



MESSAGE FROM THE BOARD CHAIR AND EXECUTIVE DIRECTOR

Every year at CHIRS, we set goals for ourselves. We do this in collaboration with our stakeholders – our staff, clients, community partners, funders, and our Board of Directors. The intention that underpins the development of those goals is the desire to deliver the highest possible quality of service for our clients. How do we achieve this high quality of service? By making good use of our resources, maintaining a high level of efficiency, building a culture of safety, and minimizing risk.

We are justifiably proud of our Exemplary Standing designation from Accreditation Canada, which we have held for the past eight years. Our exceptional staff are fully committed to upholding that service standard and demonstrate that commitment every day. Our volunteer Board of Directors give openly of their skill and time to help keep us on track. Our client families, community partners, and funders provide contributions essential to achieving our goals. It takes a village.

*It is with pleasure that we offer CHIRS' **Impact Report 2019** as a way of sharing our progress with you.*

*Samantha Chapman, Chair of the CHIRS Board of Directors
Hedy Chandler, CHIRS Executive Director*

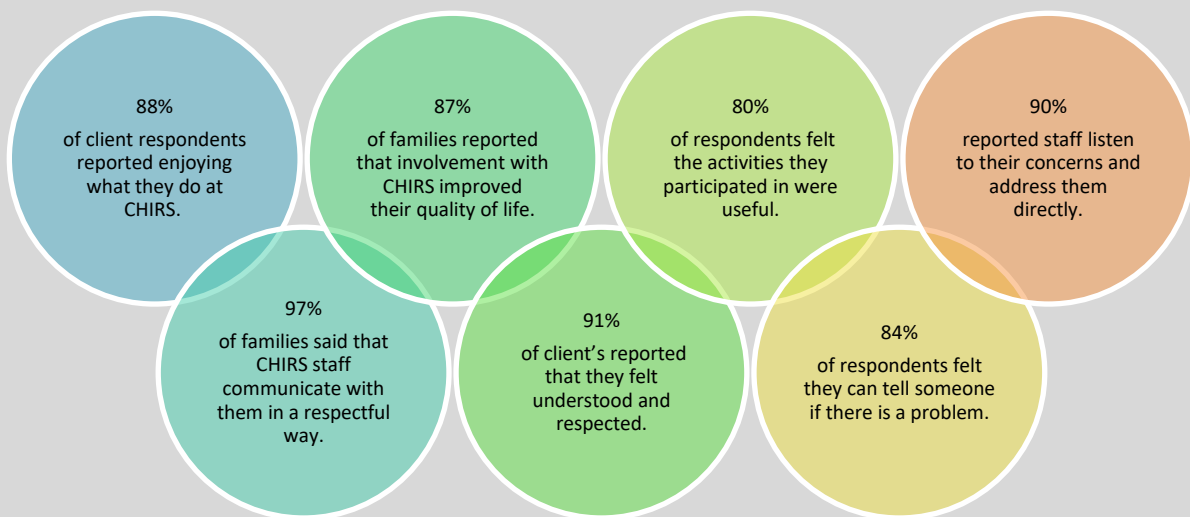
WHAT OUR CLIENTS AND FAMILIES TOLD US

Conducting regular client and family satisfaction surveys continues to be a valuable avenue to engage and get input from our most important stakeholders.

Excerpts from most recent Client and Family Satisfaction Survey...

"There is no way or CHIRS to get any better than it is!"
'CHIRS is a stellar organization. I would not want our loved one to be anywhere else.'

'They even laugh at my jokes!'



STRATEGIC DIRECTIONS 2015 TO 2020 UPDATE

Strategic Direction 1: Centre of Excellence

Under the direction of the CHIRS Clinical Director, Dr. Carolyn Lemsky, the Clinical Team has been developing expertise and adapting accepted therapeutic practices to accommodate the needs of clients with cognitive impairment.



To further this Strategic Direction, CHIRS continued to provide clinical leadership, both nationally and internationally, in Substance Use and Brain Injury (SUBI). This included group and individual interventions for clients with brain injury and substance use issues, as well as the provision of training and consultation to other service providers. In 8 conference presentations, 3 webinars, and 7 workshops, we delivered more than 50 hours of training for service providers in brain injury, mental health, and addictions across Ontario and in British Columbia and the United States.

Ask Me How I Quit.

...“I say, give it a shot. The patch helped me. It was easy...I laugh more. I am more ‘with it’. I’m breathing better.” – Andrey B., CHIRS Client

In partnership with the Centre of Addiction and Mental Health and as a member of the STOP Program, we were excited to launch a *Smoking Cessation Clinic* adapted for individuals with cognitive impairment.



Our customized Ethical Framework continued to inform decision making in all areas of service delivery. We are proud to report that the Health Standards Organization (HSO) recognized the CHIRS Everyday Ethics Framework as an **Accredited Leading Practice**.

Strategic Direction 2: Partnerships

We continued to grow our partnerships thoughtfully, systematically, and reciprocally to expand the availability of service and share knowledge, focusing on the areas of mental health, addictions, housing, and day programming.

Partnership Benefits:

- *Serve more clients with complex issues and diverse needs through consultation and/or shared care.*
- *Build the capacity of our staff and the system by sharing expertise through training and consultation.*

CHIRS PARTNERS AND AFFILIATES

- ❖ Toronto Acquired Brain Injury Network (TABIN)
- ❖ Provincial Acquired Brain Injury Network
- ❖ Centre for Addictions and Mental Health (CAMH)
- ❖ Concurrent Disorder Support Services
- ❖ Brain Injury Society of Toronto (BIST)
- ❖ Human Services and Justice Coordinating Committees
- ❖ Brain Injury Association of Peterborough
- ❖ Fred Victor
- ❖ Regent Park Community Centre

Strategic Direction 3: Expand and Diversify Revenue



During a changing funding climate in healthcare, the development of Toronto ABI Rehab Services (TABIRS) in collaboration with CHIRS provided us with a mechanism to provide a broad range of services to the ABI community on a fee-for-service basis.

Recent efforts included expansion of our Neuropsychological Assessment Clinic and Occupational Therapy Services. In 2019, we saw a 16% increase in assessments completed. TABIRS has also engaged a marketing company to increase our fee-for-service revenue.

PROGRAM AND SERVICES DEVELOPMENT

By the numbers...

Average **31,700**
Community Outreach
Service Hours offered
annually

70+ Social,
Recreational and skill
building
opportunities weekly

17,000 Day
Program
attendance days

115 New clients
admitted in 2019

Approximately
200 referrals
received per year

CHIRS clinical services grew again with new offerings including Dialectical Behaviour Therapy, Cognitive Behaviour Therapy, and Motivational Interviewing.

1094

Clinical Group sessions
attended

PROJECTS MADE POSSIBLE FROM NEW FUNDING

Aligning our Community Outreach Teams by geography, we have opened **new office and program space** in the east end of Toronto.

Adding **weekend programming** through our day program is an important way to further address social isolation and reduce caregiver burden. It can also serve as an important harm reduction strategy, as isolation and boredom can trigger less adaptive behaviours.

Adding a **rooftop garden** at Head Office...a space where clients can learn new skills, engage in rewarding work, and connect with nature...is happening with the support of the *Ontario Trillium Foundation*. Working in a garden regularly has physical benefits and is known to increase social connections, reduce isolation, lower stress, and lessen anxiety.



OUR PEOPLE → OUR STRENGTH

FINDING THE RIGHT PEOPLE



new staff

- 38 new staff hired
- 40% from staff referrals



students

- 44 student placements
- 5 students hired



school partnerships

- Host site for 13 college or university programs

ABOUT OUR STUDENTS

Year after year, our placement students bring an incredible amount of energy, creativity, and skill to our programs. In return for their contributions, we provided our students with the opportunity to apply their theoretical knowledge in a practical way and enhance their understanding of how services are provided in a community setting while increasing awareness about acquired brain injury.

TAKING CARE OF OUR PEOPLE

We believe that the quality of an employee's work life influences the quality of care they provide to our clients. Results from staff surveys guided us on where to focus our efforts in order to continue to engage and support our staff in meaningful ways. The top three areas of focus...

- professional development opportunities to facilitate ongoing learning
- work wellness to facilitate a healthy work-life balance
- enhanced clinical support to ensure access to the support needed to work safely with complex clients with brain injury and co-morbidities of mental health and addictions

WORK WELLNESS

- Work from home options
- Flexible schedules
- more laptops for remote work

Flexibility



- New agency-wide Diversity Committee

Diversity



- 66 Employee Wellness Activities

Wellness



PROFESSIONAL DEVELOPMENT

- 15 internal secondments for new position/work opportunities

Opportunity



- 6-part leadership training series for Supervisors

Leadership



- Clinical trainings converted to virtual format for improved access

Accessibility



CLINICAL SUPPORT

- Clinical team expansion to 2 Fellowships and 4 Masters students

Expansion



- Clinical partnerships in Mental Health and Addictions

Partnerships



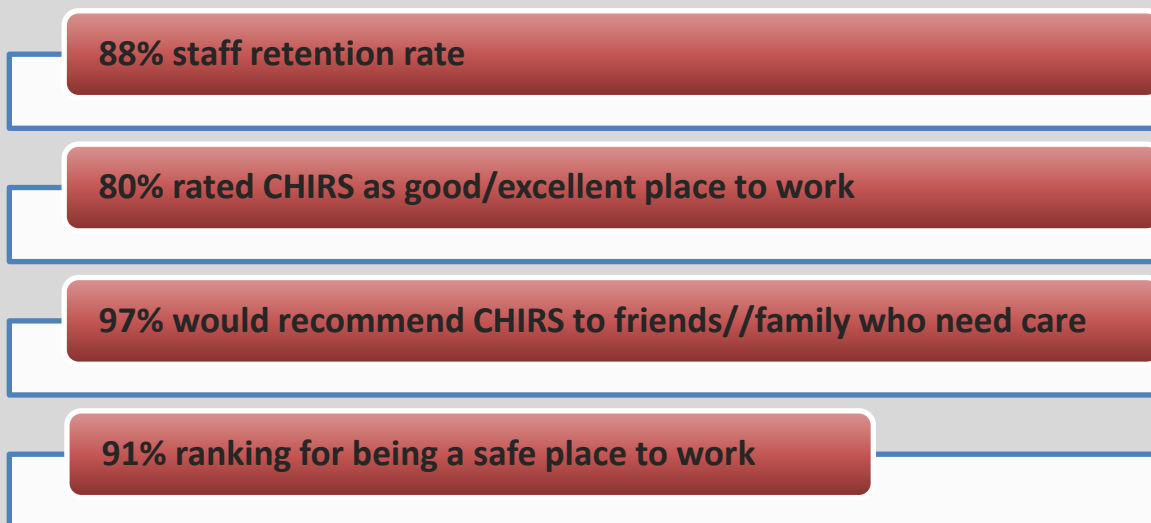
- ECHO Rounds
- Clinical Rounds with CAMH and Neuropsychiatry

Experience



MEASURING OUR EFFORTS

Data collected from the Worklife Pulse and Patient Safety Culture Surveys, 2019 and statistics regarding annual staff retention and length of service provided the following results...



Client Safety Quality Improvement Update

We continued to collect data in key areas of client safety to allow us to examine trends and focus our quality improvement efforts.

The Client Safety Trend Audit completed in 2019 included a review of all client incidents over a five-year period (2014-2018). Noteworthy results included:

- ❖ Occurrences of client elopement peaked in 2016 at 56 and have decreased by 92%
- ❖ In 2016, there were 170 incidents of client falls. To date falls have decreased by 40%.
- ❖ 0 incidents of client harm related to staff responsible medication administration.



Falls Prevention

CHIRS is revamping falls prevention staff education, with a focus on safe mobility and transfers. We have converted a room to an on-line training site, with onsite follow-up from our Occupational Therapist (OT), who also produces an annual Falls Report.



Medication Management Audit

Provincial benchmarking data regarding staff-related medication errors indicates that CHIRS is consistently one of the top performers in this area. In the interest of continuous quality improvement, CHIRS conducted a review of processes and policies, as we necessarily have quite a number of medication policies and there is complexity involved in this aspect of service delivery. Recommendations from this audit are currently under review by the CHIRS Medication Management Committee.



Healthy Eating

Health eating has emerged as a priority based on input from clients, families, and staff. The residential and day programs conducted a review of existing practices resulting in changes...

- Staff and clients to more consistently follow Canada's Food guide in relation to portion
- Using standardized measuring tools to serve food.
- Visual cues were posted to help standardize portions
- More healthy snack options
- Cooking club participants now given leftovers to take home (to avoid over eating in the moment)
- Ongoing education/support to Mentors working in the kitchen re healthy eating

INFORMATION MANAGEMENT

Clouding

A mobile workforce requires information at their fingertips and the clouding of CHIRS data has facilitated access to client data when and where it is needed. As part of the clouding initiative, CHIRS has purchased a suite of software services through Microsoft 365 for non-profits. The clouding and back up of CHIRS data through third party contractors provides increased security and reliability because of it being independent of the CHIRS IT infrastructure.

VOIP (Voice over Internet Protocol)

We have investigated and priced VOIP options to replace our aged telephone system and submitted a request for funding to the Central LHIN (Local Health Integration Network).

Social Media

In an effort to increase social media literacy in our client community, we assisted a group of clients to produce a video that explains the pros and cons of social media and the concept of consent. Clients will view the video yearly and sign that they have done so; this will be followed by signing an informed consent. We are hoping this this will identify who may not want to participate and allow others the freedom to more widely participate in social media.