Dear [Redacted]

Re: Your request for access to information under Part II of the Access to Information and Protection of Privacy Act [Our File #: HCS/073/2015]

On December 23, 2015, the Department of Health and Community Services (the Department) received your request for access to the following records/information:

"Correspondence -- in any and all formats, including paper and electronic -- between the department and Iris Kirby House and/or IKH Foundation and/or its legal representatives re: the disclosure of financial information and/or programming at Iris Kirby House and its affiliated operations. Date range of request is Jan. 1, 2015 to the present."

The Department has reviewed your request in the context of the Access to Information and Protection of Privacy Act (the Act) and Beverly Clarke, Deputy Minister, made a decision and is pleased to inform you that access to these records has been granted, in part. In accordance with your request for a copy of the records, the appropriate copies have been enclosed. Some information has been refused in accordance with the following exceptions to disclosure, as specified in the Act:

- Section 40(1) – Disclosure Harmful to Personal Privacy
- Section 39(1) – Disclosure Harmful to the Business Interests of a Third Party

As required by 8(2) of the Act, we have severed information that is unable to be disclosed and have provided you with as much information as possible.

Please be advised that you may appeal this decision and ask the Information and Privacy Commissioner to review the decision to provide partial access to the requested information, as set out in section 42 of the Act (a copy of this section of the Act has been enclosed for your reference). A request to the Commissioner must be made in writing within 15 business days of
the date of this letter or within a longer period that may be allowed by the Commissioner. Your appeal should identify your concerns with the request and why you are submitting the appeal.

The appeal may be addressed to the Information and Privacy Commissioner is as follows:

Office of the Information and Privacy Commissioner
2 Canada Drive
P. O. Box 13004, Stn. A
St. John’s, NL. A1B 3V8

Telephone: (709) 729-6309
Toll-Free: 1-877-729-6309
Facsimile: (709) 729-6500

You may also appeal directly to the Supreme Court Trial Division within 15 business days after you receive the decision of the public body, pursuant to section 52 of the Act (a copy of this section of the Act has been enclosed for your reference).

Please be advised that responsive records will be published following a 72 hour period after the response is sent electronically to you or five business days in the case where records are mailed to you. It is the goal to have the responsive records posted to the Office of Public Engagement’s website within one business day following the applicable period of time. Please note that requests for personal information will not be posted online.

If you have any further questions, please contact the undersigned by telephone at 709-729-7007 or by email at angelapower@gov.nl.ca.

Sincerely,

Angela Power
ATIPP Coordinator

/Encl.
Official Correspondence
February 4, 2015

Executive Director
Iris Kirby House
196 Waterford Bridge Rd.
St. John's, NL A1E 1E2

Dear [Redacted]

Re: 2013-14 Audited Financial Statements

In follow up to the submission of the 2013-14 audited financial statements to the Department of Health and Community Services please forward a copy of the management letter issued by the external auditors in relation to the 2013-14 audit.

If you have any questions, please contact me at 729-5287 or miketizzard@gov.nl.ca.

Yours sincerely,

MIKE TIZZARD
Departmental Controller
MAR 24 2015

I am pleased to inform you that the Department of Health and Community Services will provide interim funding to support the “Up and Out” project in 2014-15 and 2015-16 for a total amount of $528,300. This amount includes $31,700 to the end of this fiscal year, and $496,600 in 2015-16. Departmental officials reviewed your submission for additional operating funds for the expanded facility, and as such, this additional one-time funding in 2015-16 is earmarked for three shelter workers (plus relief), one child service worker, one shelter supervisor, supplies, training and professional services. Your proposal did not provide adequate rationale to support an executive assistant, a psychiatric nurse, or an outreach worker.

In addition, I have instructed my officials to work with you in 2015 on a review of Iris Kirby House’s operations in order to identify funding requirements for out years. Ms. Colleen Simms, Provincial Director of Mental Health and Addictions, Department of Health and Community Services will lead this review. She can be reached at 729-3659 or colleensimms@gov.nl.ca.

Sincerely,

STEVE KENT, M.H.A.
Mount Pearl North
Minister
Correspondence to/from C. Simms
Chatigny, Elaine

From: Chatigny, Elaine
Sent: Sunday, January 25, 2015 1:55 PM
To: Simms, Colleen; Kim Grant
Cc: 
Subject: Re: Children's programs at Iris Kirby House

Thanks. Talk soon.

Elaine

Sent from my BlackBerry 10 smartphone on the Bell network.

Hi Elaine,

We are developing a comprehensive Children's Services program that will have more structure than current. At present, we do age appropriate activities with resident children, and the usual advocacy work. Our goal is to offer a C/S program, based on the needs of those residents and their Moms. This all comes as a result of the communities demand for services, which has changed greatly in the last few years with the clientelle presenting at our doors.

The new position will have a dedicated C/S worker, who will run the program, play a major role in its implementation, and provide this much needed service. Being in house, the needs can be addressed almost immediately, assess to make appropriate referrals as needed, being mindful that those children are in crisis themselves having witnessed an abusive environment and are now living in a shelter. To complement this service we are also developing a Youth group, that will be open to any youth, in the community who has experienced abuse in their young lives. Childrens Services will operate as part of the shelter program on a daily basis while the Youth Group will run once a week, facilitated by staff. This moped comes after many requests from those seeking our services, women who participate in our empowerment group and other community advocates.

I hope this helps in the interim for a quick response, as I am on the run, just heading out the door. However can provide more detail later.

Regards,

---

On Sun, 25 Jan 2015 16:53:56 +0000, "Chatigny, Elaine" <ElaineChatigny@gov.nl.ca> wrote:

Good Sunday all
I am reaching out to all of you in the hopes that one of you can reply today.
Minister Kent has asked me whether there are specific children's programs offered at IKH and if any are tied to the Up and Out project.

I know the funding request included a child services worker. What does this person do exactly?

Thanks
Elaine

Sent from my BlackBerry 10 smartphone on the Bell network.

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Thanks Colleen, I got the letter. I may be in touch with a few questions after my meeting. I am pleased with the funding and also that you will come and do a review.

One question I do have after reading the letter and I know will come up in my meeting today, is the Outreach Worker's position. That position is so important, esp now that we have the 4 self contained units adjoined to the property and as well the launch of our new empowerment series, the children's services program and youth group, will all be overseen by this position. Therefore, I am wondering if I can take one the shelter worker positions ( one of the three) and allocate that funding towards the Outreach. I can manage that budget by doing that, and we can make 2 shelter workers work in the rotation, because I can only hire as casuals now, due to funding not being annualized. Make sense?!

That's one question, but I may have others after the meeting. Thanks Colleen. Chat later.
the letter could be email scanned to me or faxed (722-0164). Hoping this can work.

Thanks so much,

CEO
Iris Kirby House

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CEO
Iris Kirby House
Ok thanks, I will do that and send it up to you. Thanks so much.

Sent from my iPad

> On Apr 24, 2015, at 1:14 PM, Simms, Colleen <ColleenSimms@gov.nl.ca> wrote:
> Hi—
> I'm away next week unfortunately. I suggest you email me the specific changes you wish to make and I will seek approval on this end.
> Thanks and have a great weekend,
> Colleen

> -----Original Message-----
> From: [redacted]@iriskirbyhouse.nf.net
> Sent: Friday, April 24, 2015 11:02 AM
> To: Simms, Colleen
> Subject: 
> Hi Colleen,
> I will be en route to Carbonear today around the time you could call, so may miss your call. In reviewing the staffing model I am wondering if we are bound to the positions or can we develop the staffing model to best suit the needs, using the funding in the most beneficial way, and bearing in mind, that the original request was dated 2012. I am only talking about front line work, for example, not taking a shelter worker and hiring an admin assistance, but rather taking a shelter worker and hiring a casual nurse's, pt position, combining some etc. At the end of the day, it would provide the best coverage to effectively operate the two units.
> If you want to talk through and we can't connect today, maybe Monday morning or Tuesday?
> Thanks Colleen and have a great w/e!

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Hi Colleen, that is good. [ REDACTED ] will be joining us. If you folks can come to IKH that would be great. See you then. I am doing great!

Regards,

Sent from my iPad

Sent: Tuesday, August 11, 2015 5:44 PM
To: Simms, Colleen
Cc: 
Subject: Re: Confirming Meeting

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Regards,
Hi Colleen,

I always say I am doing good, regardless! This past few weeks have been busy for sure getting ready for the launch, but we are sure it will be all worth it when tomorrow comes. Sorry you can't join us but I know you will be thinking of us.

I have you on my do list to contact since last Monday.

I won't be able to meet the first week of August and... So can I suggest this, and hope the dates work for you:

August 12 or August 13
August 17 or August 18

How long do you expect you will be and will this involve meetings, you being onsite, or us compiling info and forwarding it to you? Just trying to get some idea so I will know if I can delegate some of this in my absence as I don't want to slow down your process.
Also just wondering why Annette? I am delighted to have her, but not sure why someone from NLHC. I was thinking it was re the Orgcode report and future moving forward... And as you all know, I will do what I can to help!

Colleen, I am sure, despite me having to be absence we will get this done.

Chat soon and I will wait to hear back from you re the dates.

Have a great evening,

On Mon, 27 Jul 2015 15:13:16 +0000, "Simms, Colleen" <ColleenSimms@gov.nl.ca> wrote:

Hi there

I hope all is well with you. I'm sure you are preparing today for your website launch tomorrow. I had planned to attend but this morning got pulled into something. However I understand the Minister will be there and I will be there “in spirit”!

I'd like to set up meeting time with you to begin the review we are doing which will assist in informing your budget submission this fall. I may be on my own or if schedules permit, I will have Annette Breen with me. Annette will be assisting me, along with support from the Newfoundland Labrador Center for Health Information (Nicole Gill) and I will also work with our finance division here in HCS. Nicole and finance may provide background support only but if they require additional information or a meeting we can discuss that then. This initial meeting will be introductory and will outline a terms of reference and what we require in terms of information.

Can you let me know which of the following times are good for you?

August 4th afternoon
August 5\textsuperscript{th} afternoon

August 6\textsuperscript{th} afternoon

Thanks Best of luck with tomorrow.

Regards, Colleen

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CEO
Iris Kirby House

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Potential copyright material

If you wish to obtain a copy please contact the ATIPP Office at (709) 729-7072 or atipoffice@gov.nl.ca.
INTERNAL JOB POSTING
IRIS KIRBY HOUSE

Children and Youth Program Coordinator
1 Temporary Full-time Position
Duration to the end of the fiscal year, March 31, 2016

Duties: Responsible for the coordination of the newly designed Children and Youth Program; co-facilitation of groups for children and youth living in the shelter and those meeting our mandate within the community who have witnessed abuse; needs assessments; community referrals and advocacy. Working with the assistance and under the direction of the Director of Community Outreach, this position will play a major role in the administration of age specific, in-house programming for child and youth residents that focuses on the effects of witnessing violence.

Qualifications: The ideal candidate for this position would have completed a degree in one of the following disciplines: Social Work, School Psychology/Counselling, Education, or Nursing with an emphasis of working with children, especially in the area of mental health; considerable experience working with abused women and their children; a working knowledge of provincial regulations and legislation relating to Child, Youth & Family Services and victims of abuse; strong written and oral communication skills; thorough knowledge of various computer application programs such as Microsoft Office; demonstrated facilitation skills and group module revision to accommodate specific age groups. An equivalent combination of education and experience could be considered.

Hours of Work: 75 hours bi weekly, on a Monday–Friday rotation. The employer reserves the right to alter the hours of the position to meet the operational requirements of the organization. (Article 19.01 of the collective agreement)

Salary: TG-26 $21.58 - $23.89 per hour as per the CUPE Transition Houses and Group Homes Master Collective Agreement.

Holiday compensation will be based on a pro-rata basis as per article 22.05 – Holiday Compensation for Temporary and Part-time Employees and Relief Workers of the CUPE Transition Houses and Group Homes Master Collective Agreement.

Competition Number: 2015-IKH-0002

Posting Date: May 1, 2015

Closing Date: May 11, 2015
The term of this position will be until March 31, 2016, with the possibility of extension. Please submit a resume and cover letter, stating competition number, to Manager of Programming (Acting).

This position is open to male and female applicants.
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This position is open to male and female applicants.
Sorry, here is the attachment
IRIS KIRBY HOUSE

POSITION DESCRIPTION

JOB TITLE: Children and Youth Services Coordinator

DATE: April 1, 2015

INCUMBANT: Vacant

PLACE OF WORK: Iris Kirby House, St. John's, NL & O'Shaughnessy House, Carbonear, NL

STRUCTURE:

This is one of four management positions at Iris Kirby House with the incumbent reporting directly to the Director of Community Outreach.

NATURE AND SCOPE:

The Children and Youth Services Coordinator is responsible for:

- The coordination of the newly designed children and youth services program.
- Assisting in the development of models and processes to deliver and improve the program in accordance with the overall mandate of Iris Kirby house.
- Co-facilitation of groups for children and youth living in the shelter and those meeting our mandate within the community who have witnessed abuse.
- Needs assessments.
- Community referrals and advocacy.
- Administration of age specific, in house programming for child and youth residents that focuses on the effects of witnessing violence.

DETAILED SPECIFIC RESPONSIBILITIES:

- Managing the effective and efficient coordination of the Children and Youth Services Program within the operations of the shelter and other community stakeholders. Maintains a positive environment to allow for effective interdisciplinary team dynamics. Promotes team work and cooperation within the shelter environment.
- Liaisons with Shelter Staff and the Psychiatry Nurse for the benefit of all children and their mothers seeking our services.
• Research and development of relevant policies, practices and procedures.
• Under the direction of the Director of Community Outreach, provide outreach support to ex-residents and to any youth in the community referred to our program, who has witnessed abuse in their lives.
• Under the direction of the Chief Executive Officer and the Director of Community Outreach coordinating the program and providing assistance/support in the development of the models and processes to deliver.
• Coordination of resources, compliance with appropriate policies, regulations and practices; planning, fostering of collaborative relationships, new services development and building strong partnerships for the benefit of those participating in the Children and Youth Services Program.
• Develops and delivers materials of the program, utilizing appropriate tools, techniques and resources.
• Performs other related duties as and when required.

NATURE AND EXTEND OF SUPERVISION RECEIVED:

Under broad direction the incumbent operates as a member of the administrative team with corporate level responsibilities and performance is measures against achievement of organizational goals and objectives. This position reports directly to the Director of Community Outreach whose primary office is located at Iris Kirby House facility, 196 Waterford Bridge Road, St. John’s. Work will be monitored on an ongoing basis through regular briefing sessions, administrative meetings and through the development and presentation of formal status reports that the incumbent will be required to communicate through written and verbal mechanisms to the Director of Community Outreach as and when directed. The incumbent will carry out the duties of this position independently with support as needed from the Director of Community Outreach. Ongoing evaluation occurs as and when needed.

QUALIFICATIONS TO PERFORM THE DUTIES OF THIS POSITION:

• A degree in one of the following disciplines: Social Work, School Psychology/Counselling, Education, or Nursing with an emphasis on working with children, especially in the area of mental health.
• Considerable experience working with abused women and their children
• A working knowledge of provincial regulations and legislation relating to Child, Youth & Family Services and victims of abuse.
• Strong written and oral communication skills.
• Thorough knowledge of various computer application programs such as Microsoft Office.
• Demonstrated facilitation skills and group module revision to accommodate specific age groups.
• 3-5 years working in a related field and has the ability to self-manage.
- Any combination of education, training and experience necessary to perform the required duties.

This is a complete and accurate description of the duties and responsibilities of this position.
Job Description for Mental Health Nurse with Iris Kirby House and O'Shaughnessy House

- Represent the mission, values and philosophy of IKH and OSH.
- Develop Mental Health Program, in creating guidelines, best practices, polices and protocols in accordance and reference to the Association of Registered Nurses of NL, Canadian Nurses Association and the Personal Health Information Act and other relevant legislations.
- Maintain a professional license to practice, participate in reflective practice, professional development and continuing competence.
- Conduct bio-psychosocial assessment and risk assessments as necessary.
- Develop and promote a comprehensive treatment-care plan within a recovery model, and or client centered model in consultation with the client. Work with client and shelter staff to revise, update and monitor progress.
- Identify treatment, rehabilitation and support needs and refer clients to services appropriate to needs within a bio-psycho social, such as mental health and addictions issues, medical etc.
- Demonstrate skills in assessment, planning, implementing and evaluations as per standards of nursing practice.
- Complete and maintain all necessary documentation as per the professional standards such as client assessments, recovery, progress notes.
- Demonstrate clinical judgment, decision making and interpersonal and communication skills.
- Use a therapeutic relationship to perform the role of counselor. Techniques used will be in range of competence of RN's ability and knowledge, such as Supportive Counseling, Motivational Counseling, Cognitive Behavioral Therapy, Dialectical Behavioral Therapy, and Harm Reduction.
- As needed conduct telephone crisis intervention, assessment and support to clients between clients of IKH and OSH and consult with shelter staff when working at different site location.
- Provide consultation to staff members. Involve shelter staff to assist in areas of recovery/individualized treatment plans within their job description.
- Develop, facilitate and or co-facilitate groups for clients. Various themes will range within the RN’s knowledge and experience and focus to address the needs of clients. Themes and group content to be reviewed and approved by IKH and OSH organization.
- Contribute to the organization's work by participating in meetings and committees as needed and required.
- Provide a written brief summary report of sessions with clients, external liaisons to shelter staff, place in mental health binder.
- Complete yearly statistical reports for Nurse at both shelters, from April to March.
- Attend weekly Friday case conference meetings with shelter management and /or supervisor to review nurses' overview of residents and support given.
- Build and maintain community and regional partnership linkages. Develop resource list.
Iris Kirby House and O'Shaughnessy House

Clinical Documentation Policy  December 1, 2012 /1st version

Policy

The client, resident record is a legal document that provides information for communication, education, assessment, planning, research, auditing and legal accountability. Recording must be factual, accurate, complete, current and organized.

The client, resident record serves as a communication tool and provides evidence of the quality of care/service provided. Registered Nurses are accountable for ensuring documentation accurately reflects care/ services provided.

Charting system is a paper based.

Documentation is in accordance with Association Registered Nurses of Newfoundland and Labrador Standards for Documentation and agency policy.

Purpose

This policy describes the requirements for clinical documentation for the continuum of care/services at Iris Kirby House and O’ Shaughnessy House Shelters.

Such care/services include for example:

- Any contact with a client/resident where care/services provided whether in person or over the telephone
- Psychiatric Nursing Assessments, Screenings
- Informed consents as per the organizational policies
- Plan of Care/service, Client centered/ recovery plan
- Interventions include also when applicable when client unavailable, refused, or denied service/care
- Consultations/referrals and the resulting report is documented, dated and signed, with internal and external services
- Teaching, evidence of effectiveness of information, techniques of counseling, and emotional support for the client/resident and family. To report also verbal and written information given to client/resident and family.
- Departure from shelter, specify if transferring to second stage housing and whether client/resident will continue to be eligible for ongoing support by Registered Nurse. If Client/resident departing to a not affiliated location, document closing nursing file.
- Any forms which arrive during and after a client/resident departs, sign and date the document reviewed, place in record. To document whether follow up is required and if so to document the follow up.
Timeliness of Documentation

All interventions must be documented on the client/resident’s record as soon as possible following the intervention. In cases when the client situation and intervention is not able to be documented the same day, service notes to be completed the following shift. The service note must reflect the date that service was provided.

When jot notes are used to guide the nursing staff in the completion of the client/resident documentation, they are not to replace formal documentation. Jot notes are to be destroyed by shredding once formal documentation is completed. Jot notes are used when the Registered nurse is unable to document while with the client present.

Late Entry

- Document late entries at the next available entry space
- Document both the date and time of the entry as well as the date and time that care/service was provided
- Leave no empty lines between documentation notes

Continuous Documentation

- All entries must be continuous
- All entries must be chronological order, time to use the 24 hour clock format, date to write month day and year.
- All continuous or progress sheet must identify resident’s name, date of birth and MCP#, to ensure positive resident identification.
- All continuous entries must identify service in person, location of interview and or telephone contact.
- All continuous/progress sheet must be marked in chronological order, page number.
- Use standard and approved abbreviations for care/service approved by the organization. Where there is no agency policy, abbreviations may be used in a single health entry record when the meaning is spelled out immediately after the abbreviation’s 1st appearance in that entry.
- All entries are to be written in blue/black ink, never skip a line or leave spaces. A line should be drawn through empty spaces.
- To correct errors in documentation, draw 1 line only through the error. Above the incorrect notation, write ERROR and initial. Then enter the correct information. NO USE OF CORRECTION PRODUCTS, e.g. liquid paper.
- If a correction in documentation is made after the date of entry, the RN must refer to the date of entry of the error on the new entry. The original entry is left intact.
- If there is a completion of an Incident Report by the RN, there must be a written notation of report completed in the chart.
• Flow sheets, standard nursing care plan, service plans are legal documents, to be placed in residents file/chart, with name, date, date of birth and MCP#.
• RN will record in residents chart any third party information where by health care providers (unregulated providers), such as reports, consultations with other shelter staff. Document it is 3rd party and the source of the information.

**Telephone contact/intervention**

• RN must adhere to the listings under the documentation policy with inclusion of the following:
  > Date and time of the call, the name, telephone number, address of the caller, if available, and information received, advice of information given and referral and follow up information. The RN will provide his or her name and professional designation to the caller.
  > If any noting symptoms such as speech, content of conversations.

**Reference**

Documentation Standards for Registered Nurses, Association of Registered Nurses of Newfoundland and Labrador. 2010
Standards of Practice, Association of Registered Nurses of Newfoundland and Labrador. 2008
Canadian Nurses Protection Society. Revision 2008
Canadian Nurses Association, Code of Ethics. 2008

<table>
<thead>
<tr>
<th>IKH</th>
<th>Initial assessment</th>
<th>Follow up session</th>
<th>Telephone session</th>
<th>Shelter staff consultation</th>
<th>External provider consultation</th>
<th>Departure</th>
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<tbody>
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Follow up session is, an individual support, contact with client and nurse.
Telephone session is a follow session over the telephone.
Shelter Staff Consultations are either in person, telephone, review of shelter files and nurses report on each client.
External providers are range of community services such as GP's, psychiatrists, social workers, nurses, hospitals, community programs, RNC, RCMP, AES, NL housing, support programs, in person, telephone and fax.
Departure is when a client leaves the shelter to a non-second stage housing. For outreach/ second stage, client no longer renting.

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OSH/2\textsuperscript{nd} stage outreach

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Potential copyright material

If you wish to obtain a copy please contact the ATIPP Office at (709) 729-7072 or atippoffice@gov.nl.ca.
From: @iriskirbyhouse.nf.net
Sent: Friday, September 11, 2015 2:15 PM
To: Simms, Colleen
Subject: Position Descriptions_Manager of Financial Services and Executive Assistant_IKH_Sept 2015
Attachments: PD Manager of Financial Services.doc; pd-Iris Kirby-Administrative Assistant-2015.doc
THE IRIS KIRBY HOUSE
POSITION DESCRIPTION

POSITION: MANAGER OF FINANCIAL SERVICES
INCUMBENT: 
LOCATION: ST. JOHN'S, NL
DATE: JANUARY 2015

General Accountability:

The Manager of Financial Services is accountable for managing the financial management and accounting services of the Iris Kirby House, including budget preparation, accounts payables, accounts receivables, payroll, capital asset management and reporting, and providing financial monitoring, analysis and advice to Senior Management.

Organizational Structure:

This position is one of four positions reporting to the Chief Executive Officer with the other three being the Manager of Programming, Director of Community Outreach and an Executive Assistant.

Nature and Scope:

Environment:

The Iris Kirby House is the largest of seven transition houses operating throughout the province. It is comprised of five facilities which include a thirty two (32) bed shelter located in St. John's; a fifteen (15) bed shelter located in Carbonear; an eight (8) bedroom communal living property located in Conception Harbour; eight (8) second stage housing units located in St. John's, Mount Pearl & Carbonear which provides additional housing for nine families. In addition to receiving core operational funding from the Eastern Regional Health Authority, the Shelter has been successful in operating and maintaining its second stage units on a 100% cost recovery basis from rental income. Through education and awareness training and fund-raising activities, the Shelter has been successful in attracting sources of funds and in kind contributions for the purchase of properties, that support the development and delivery of critical programs and services to its client group.

The 24-hour-a-day, seven-day-a-week, 365 day services which Iris Kirby House provides include: emergency transitional housing (two emergency shelters, 47 beds in total) and one communal living property for eight; second stage housing for women and their
children who are experiencing relationship violence; non-judgmental supports; crisis intervention; advocacy; and referral services; operation of four 24 hour crisis telephone lines; offers such programs as the Empowerment Programs for Women, which is an open group of any women in the community who has experienced relationship abuse, a Children Services Program, Life Skills Program, and Outreach Program, a Volunteer Program, a Fundraising Program, In-House Support Groups and a Youth Program.

All staff, at varying degrees are involved with the public education and awareness activities which are provided to a broad range of interest groups and stakeholders. For example, shelter staff are frequently invited to speak at information sessions geared towards the K-12 school system and organizations servicing this community whereas the Chief Executive Officer is mainly involved in public education and awareness training and advocacy geared towards senior officials of both the public and private sector and students from the post secondary institutions and professional groups throughout the community. Iris Kirby House partners with Memorial University in providing learning opportunities in the development, supervision and evaluation of work-term placements for Social Workers and Nursing students and in conducting or participating in various research initiatives.

Functions of the position:

The Manager of Financial Services is responsible for managing the financial management, accounting, and reporting programs designed to analyze and evaluate the cost effectiveness and efficiency of programs and systems.

The Manager participates in the preparation of the annual operating and capital budgets and prepares monthly budget monitoring reports which includes reviewing and discussing budget details, reports, variances, etc. with senior management; monitoring monthly expenditure and budget reviews and recommends appropriate action and initiatives to prevent or eliminate over expenditures; processing of all accounts payable functions, payment of invoices, as well as the balancing of vendor statements, bank statements, financial statements/reports; and monitoring accounts receivable functions such as general ledger, journal entries, revenue adjustments, petty cash funds, expenditure and revenue reports, processing of invoices, reconciliations, inventory control and recording systems and the payroll system.

The Manager is also responsible for the payroll of staff, including computation of taxable benefits; preparing records of employment and annual T4 slips; calculating payroll-related remittances such as personal income tax, CPP contributions, EI premiums, workers compensation assessment, etc.; and reconciliation of employee salaries and payroll.

Contacts:

The Manager of Financial Services interacts daily with the Chief Executive Officer and with other directors, consultants and staff in other Divisions and programs for the purpose
of analyzing any financial issues; incumbents regarding payroll issues; bank regarding bank reconciliations; Canada Revenue Agency in relation to payroll deductions; Workers Compensation regarding claims, etc.

Major Challenges:

One of the challenges for the Manager is dealing with tight timeframes especially in relation to year end preparation for auditors; financial analysis and monitoring to meet budget deadlines; and ensuring that payroll is complete so employees are paid in a timely manner.

The position requires continuous concentration with attention to details, as well as, managing a constant flow of incoming information from a variety of sources.

Freedom to Act:

This position reports to the Chief Executive Officer but has a considerable amount of autonomy to ensure that financial reporting and services are completed in accordance within a range of established policies, procedures, legislation and collective agreements.

Dimensions:
Staff: 1 direct
10-12 indirect
Salary & Operating $60,075.00
Budget: $30,000.00
Total Budget: $90,075.00
Contributory Budget: $2,950,000

Specific Accountabilities:

- Researches, prepares and presents the annual operating budget for the Home based on information received from other departments, involving several meetings with the Chief Operating Officer and department heads to draft and finalize the budget.

- Manages, monitors, analyzes and reconciles financial expenditures and prepares any required journal vouchers to ensure expenditures are charged to correct accounts;

- Responsible for all Accounts Receivable functions, including review of aged receivables, issuing cut-off letters on overdue accounts receivable, resolving any receivables issues, collection of overdue accounts, etc.;

- Responsible for all Accounts Payable functions, including reviewing all IKH payables, ensuring accuracy and validity and issuing payments:
- Coordinates/oversees the preparation of required transfers of funds and ensures compliance with applicable policies;

- Reviews expenditures to date and prepares forecasts of estimated expenditures to ensure budget variances are identified and any required corrections are made on a timely basis;

- Designs, develops and prepares financial reports as required for the reporting of expenses;

- Provides monthly, quarterly and annual financial reports for all Divisions of the Iris Kirby House and other ad hoc reports as required;

- Performs financial analyses as required and provides support and advice on the development of internal controls, financial policies and procedures, reports, etc.;

- Provides information, advice and expertise to all Divisions of Iris Kirby House on all financial matters, budgeting matters, submissions to the Board;

- Provides support to Fiscal Year End activities by assisting/liaising with external auditors;

- Conducts follow-up of issues arising from audits;

- Prepares cost analysis and provides advice related to new contracts for leases of equipment, telecommunications accounts, etc.;

- Monitors and reconciles all revenue and related accounts receivable accounts;

- Solely responsible for all payroll functions of the Home, including staff and board payroll, deduction remittance, issuing Records of Employment, annual T4 completion, WHSCC submission and filing of WHSCC returns;

- Maintains the pension program for employees, including remittance of pension funds and remitting required reports as required.

- Reviews all travel claims submitted by staff and board members, ensuring that all policies have been adhered to by the claimant. The Manager is responsible to report any and all discrepancies to the CEO.

APPROVALS:

Incumbent: ___________________________ Date: ____________
THE IRIS KIRBY HOUSE
POSITION DESCRIPTION

POSITION: EXECUTIVE ASSISTANT
INCUMBENT: EXECUTIVE
BRANCH: EXECUTIVE
LOCATION: ST. JOHN'S, NL
DATE: AUGUST, 2015

GENERAL ACCOUNTABILITY:
The Executive Assistant performs highly confidential complex and advanced administrative support for the day to day operations of the administrative program/departments for the Board of Directors, Chief Executive Officer and other staff as required. The incumbent must independently perform a significant number of administrative functions for the Chief Executive Officer and the other employees with a high degree of professionalism and integrity.

STRUCTURE:
This is one of four positions reporting directly to the Chief Executive Officer. The other positions are Director of Outreach, Manager of Programming and Manager of Financial Services.

There are no subordinates reporting to this position.

NATURE AND SCOPE:
Environment:
Iris Kirby House is the largest of nine transition houses operating throughout the province. It is comprised of five facilities which include a thirty two (32) bed shelter located in St. John's; a fifteen (15) bed shelter located in Carbonear; ten (10) second stage housing units located in St. John's, Mount Pearl, Conception Harbour and Carbonear, which provides additional housing for ten (10) families. In addition to receiving core operational funding from the department of Health
and Community Services via the Eastern Regional Health Authority, the Shelter has been successful in operating and maintaining its second stage units on a 100% cost recovery basis from rental income. Through education and awareness training and fund-raising activities, the Shelter has been successful in attracting sources of funds and in kind contributions for the purchase of properties, that support the development and delivery of critical programs and services to its client group.

The 24-hour-a-day, seven-day-a-week, 365 day services which Iris Kirby House provides include: emergency transitional housing (two emergency shelters, 37 beds in total) a communal living property; second stage housing for women and their children who are experiencing relationship violence; non-judgmental supports; crisis intervention; advocacy; and referral services; operation of four 24 hour crisis telephone lines; mental health program with an on site mental house nurse; a community outreach program; supportive housing program with four (4) self contained units attached directly to the St. John's emergency site (the first in the province and community); employment supports program as well as the Empowerment Programs for Women, which is an open group of any women in the community who has experienced relationship abuse; a Youth Group which is open to any youth in the community who has experienced abuse in their lives; a Children Services Program, Life Skills Program, a Volunteer Program, a Fundraising Program, In-House Support Groups and several communal living groups and services throughout the its yearly operations.

All staff, at varying degrees are involved with the public education and awareness activities which are provided to a broad range of interest groups and stakeholders. For example, shelter staff are frequently invited to speak at information sessions geared towards the K-12 school system and organizations servicing this community whereas the Chief Executive Officer is mainly involved in public education and awareness training and advocacy geared towards senior officials of both the public and private sector and students from the post secondary institutions and professional groups throughout the community. Iris Kirby House partners with Memorial University in providing learning opportunities in the development, supervision and evaluation of work-term placements for Med Students, Social Workers and Nursing students and in conducting or participating in various research initiatives.

Functions of this position:

This position includes maintenance of a high level of confidentiality, efficiency and awareness of the functions of the administrative and all other departments, programs and services. The incumbent must also be knowledgeable of the interrelations of Iris Kirby House with the Department of Health and Community Services via the Eastern Regional Health Authority.
Assembles information and documents, attends management meetings, prepares agenda, records minutes and is responsible for the security of minutes;

Provides administrative support by advising members of Iris Kirby House Board of Directors of regular and/or emergency meetings, confirming their attendance, and acting as recording secretary for all Board meetings. Prepares delivery of minutes and correspondence to Board Members and is responsible for the security of minutes.

Provides administrative support by assembling all information, documents and agendas for Board Committee meetings, attending meetings, and acting as recording secretary.

Records, reviews, prioritizes and controls the distribution of confidential correspondence, reports and related material forwarded to the Chief Executive Officer.

Advises the Chief Executive Officer of concerns requiring immediate attention, while other matters are either retained for later review or routed appropriately.

Initiates follow-up action to determine status on requests for replies, briefing notes, information and other items and ensures adherence to appropriate response deadlines; and maintains a Keep In View system.

Assists the Chief Executive Officer in keeping effective communication with the Board of Directors.

Maintains a confidential electronic and paper filing system consisting of Board minutes, personnel files, policies and procedures, etc. Maintains a follow-up system to ensure that proper action has been taken without undue delay.

Conducts Internet or other research to provide current information to the Executive on issues relevant to Iris Kirby House and its Board as background for meeting, correspondence, etc.

Composes replies for signature of the Executive; edits and formats rough draft materials and/or types from dictation such items as letters, reports, briefing notes, administrative reports, and forms.

Arranges priority courier services for correspondence and materials.

As first point of administrative contact for the general public and key clients and stakeholders, screens telephone calls and in-person visits, determining the nature of the clients request and, where possible, provides information to the caller; in circumstances where information is not readily accessible, identifies most appropriate action to be taken and expedites request accordingly.

Represents the administration and image of Iris Kirby House to residents, families, staff of Iris Kirby House and all other groups and stakeholders.

Assists committees with special projects and functions. Helps design brochures and programs and types correspondence as required.
Manages use of board and meeting rooms, audiovisual, video and other equipment.
- Orders supplies and maintains stationary inventory, photocopiers and fax machines.
- Receives complaints, handles them independently or routes them to necessary action.
- Manages and ensures appropriate care and custody of highly confidential documents.
- Maintains Iris Kirby House’s website.

Contacts:

The incumbent liaises with others within Iris Kirby House on an ongoing basis for purposes of obtaining and providing information. Contacts, in addition to officials within Iris Kirby House and the Board of Directors, include representatives from community groups, agencies and organizations, the public at large, and senior and elected officials in the municipal, provincial and federal government levels.

Controls:

The incumbent works with minimum supervision requiring a high degree of independent judgment, initiative and discretion, as well as a thorough knowledge of Iris Kirby House which enables the incumbent to exercise considerable autonomy in planning and carrying out the position duties and responsibilities. This is a position which operates with considerable independent judgment in day to day planning and activities and determines the detailed approach and procedure necessary to accomplish objectives. Work is performed independently within established policies and under the direction of the Chief Executive Officer. Scheduling, work plans and results are reviewed through discussion and written reports.

Challenges:

The incumbent must have strong organizational and interpersonal skills and must be able to coordinate tasks from the mundane to the more strategic in a professional and confidential manner, the incumbent must be willing and able to adapt to an evolving organization and expanded responsibilities.

The incumbent is challenged to independently develop, implement and maintain an efficient, effective and highly organized system of administration within the office of the Chief Executive Officer.
The incumbent must have an extensive working knowledge of the office of the Executive and Iris Kirby House to ensure a smooth and effective transition for executive support replacement due to vacation time or sick leave.

The incumbent must have an extensive working knowledge of the relationship between Iris Kirby House and the Department of Health and Community Services, as well as a wide variety of agencies such as Memorial University and volunteer groups.

The incumbent must have a working knowledge of programs and services available to ensure the effective provision of information services to clientele.

A major challenge of this position is ensuring that all essential functions are performed in an efficient and effective manner within required time frames. The frequent need to complete several tasks at once, combined with unexpected events, interruptions, etc. makes this a daily challenge.

A high level of tact, diplomacy and integrity is essential due to the frequency of contact of highly confidential information and files. In addition, the incumbent must be able to maintain courteous, diplomatic and pleasant behavior when dealing with clients and to maintain professional integrity and independence when confronted with sensitive or controversial situations.

SPECIFIC ACCOUNTABILITIES:

1. Ensures the appropriate care and custody of highly confidential documents.
2. Provides high quality client services presenting a strong corporate image; demonstrates confidence and ability to deal with clientele utilizing the utmost professionalism and diplomacy in delicate situations.
3. Provides administrative support to the Board and Committee Chairs in the preparation of agendas, minutes and other business.
4. Provides intermediary services maintaining frequent contact with various levels of Government, and related agencies and private sector organizations.
5. Interprets client needs and provides appropriate information, referral and/or facilitation of services on behalf of Iris Kirby House.
6. Demonstrates proficiency in the use of computers and other office/presentation equipment including, but not necessarily limited to Microsoft Word, Excel, Powerpoint, cell phones, message manages, printers, fax machines, photocopiers, etc.
7. Facilitates the efficient operation of the office at all times ensuring uninterrupted client services and adherence to administrative policies, procedures and protocols.
NATURE AND EXTENT OF SUPERVISION RECEIVED:

The incumbent acts as an office manager and must be able to work with little or no supervision in this fast-paced administrative office. Incumbent must keep him/herself up-to-date on current administrative procedures and computer applications.

GUIDELINES AVAILABLE FOR WORK PERFORMED:

- Established instructions and techniques
- Departmental Policies and Procedures
- Management/Management Support policies

REVIEW MADE OF EMPLOYEE’S WORK:

Work is reviewed through observation and end results achieved. Performance appraisals are carried out in accordance with Iris Kirby House’s policies.

EDUCATIONAL REQUIREMENTS:

General
Graduation with high school or equivalent.

Post Secondary
Successful completion of a two or three year business program.

Experience
Three-five years’ experience of a progressively responsible, administrative nature. Strong organizational and communication skills. The ability to work with deadline driven team-orientated tasks.

APPROVALS:

Incumbent: Date:

Chief Executive Officer: Date:
Hi Colleen,

I have attached a detailed Module Summary of the Educational Empowerment I, and a Power Point I completed recently outlining the EEP II program which will be piloted in Carbonear over 10 weeks starting late September. EEP II participants are the women who just completed EEP I in Carbonear. EEP III is in the development stage so I am providing you with a brief synopsis which I hope captures the vision and purpose. We are confident that this stage of the series will be a reality soon.
Potential copyright material

If you wish to obtain a copy please contact the ATIPP Office at (709) 729-7072 or atipoffice@gov.nl.ca.
Hi Colleen,

I spoke with [redacted] this morning as I required a signature. She is wondering if the Organizational Chart can wait until her return on October 6th as it is something she would like to discuss with you (what was requested vs what was approved and how this is represented in the current chart). If this is not possible let me know and I will create one. I fear I will be sending you things into early next week. We are swamped here at the shelter.
THE IRIS KIRBY HOUSE
POSITION DESCRIPTION

POSITION: MANAGER OF PROGRAMMING
INCUMBENT:
LOCATION: ST. JOHN'S, NL
DATE: JANUARY 2015

General Accountability:

This position is accountable for managing, planning, organizing and leading the residential and children services programs, as well as managing the efficient and effective operations of the Iris Kirby House shelters.

Organizational Structure:

This position is one of four positions reporting to the Chief Operating Officer with the others being the Director of Community Outreach, Executive Assistant and Manager of Financial Services.

The Manager of Programs has the following four positions reporting directly to it:

Shelter Supervisor (2 Positions) responsible for the day to day supervision of all shelter staff and includes developing and maintaining the shift schedule for shelter employees; accurate documentation of attendance, leave usage, coverage etc., adhere to bi-weekly payroll deadlines; ability to perform shelter worker duties; oversee the provision of services to residents by staff on a daily basis; monitor work quality and conduct performance appraisals; purchase of groceries and development of the master meal menu; coordinate the maintenance and reporting of statistical information; interpretation and application of collective agreement as it relates to supervising in a unionized work environment; ensure overall safety of the facility; and deliver presentations to the broader community.

Property Liaison which is responsible for overseeing the day to day organization and maintenance of all second stage housing units/properties and for overseeing the administrative functions relating to these activities; coordinating all aspects pertaining to the development and maintenance of landlord tenant agreements and relationships; acting as a liaison with officials responsible for all housing programs for victims of family violence; attending weekly meetings in both shelter locations regarding vacancies and selection processes and to update management on any matter of concern pertaining to the administration of the second stage housing properties; ensuring all units are inspected upon departure and maintains a written profile of all properties; conducting weekly site inspections; and develop and implement any administrative and programmatic recommendations as required.
visits to all properties, and ensuring any matters associated with the communal living arrangements are addressed.

Life Skills Coordinator which is responsible for primarily working with residents in planning and evaluating menus according to nutrient standards; forecasting menu requirements; maintaining food inventory; providing advice to residents on economical but nutritious meal planning; demonstrating to residents the ability to make healthy eating choices within their budget limitations in preparation for their departure from the Shelter; coordinating household chores; ensuring the overall cleanliness of the kitchen facilities and equipment.

Nature and Scope:

Environment:
The Iris Kirby House is the largest of seven transition houses operating throughout the province. It is comprised of five facilities which include a thirty two (32) bed shelter located in St. John's a fifteen (15) bed shelter located in Carbonear; an eight (8) bedroom communal living property located in Conception Harbour; nine (9) second stage housing units located in St. John's, Mount Pearl and Carbonear which provides additional housing for nine families. In addition to receiving core operational funding from the Department of Health & Community Services via the Eastern Regional Health Authority, the Shelter has been successful in operating and maintaining its second stage units on a 100% cost recovery basis from rental income. Through education and awareness training and fund-raising activities, the Shelter has been successful in attracting sources of funds and in kind contributions for the purchase of properties, that support the development and delivery of critical programs and services to its client group.

The 24-hour-a-day, seven-day-a-week, 365 day services which Iris Kirby House provides include: emergency transitional housing, (two emergency shelters, 47 beds in total) and one communal living property for nine (9); second stage housing for women and their children who are experiencing relationship violence; non-judgmental supports; crisis intervention; advocacy; and referral services; operation of four 24 hour crisis telephone lines; offers such programs as the Empowerment Programs for Women, which is an open group of any women in the community who has experienced relationship abuse, a Children Services Program, Life Skills Program, and Outreach Program, a Volunteer Program, a Fundraising Program, In-House Support Groups and a Youth Program.

All staff, at varying degrees are involved with the public education and awareness activities which are provided to a broad range of interest groups and stakeholders. For example, shelter staff are frequently invited to speak at information sessions geared towards the K-12 school system and organizations servicing this community whereas the Chief Executive Officer is mainly involved in public education and awareness training and advocacy geared towards senior officials of both the public and private sector and students from the post secondary institutions and professional groups throughout the
community. Iris Kirby House partners with Memorial University in providing learning opportunities in the development, supervision and evaluation of work-term placements for Social Workers and Nursing students and in conducting or participating in various research initiatives.

**Functions of the position:**

The Manager is primarily responsible for the planning and supervision of the Residential programs and for the day to day operation of the shelter environment and its physical structure while exercising prudent financial responsibility; maintaining a positive environment to allow for effective interdisciplinary team dynamics, and promoting teamwork and cooperation within the shelter environment.

The Manager is also responsible for ensuring compliance with appropriate policies, collective agreement, regulations and practices; coordinating, monitoring and controlling human, fiscal and other resources; budget monitoring of the staffing model and general operational expenditures; assisting in the research and development of policies and programs; fostering collaborative relationships with all key stakeholders; overseeing all anomalies relating to the schedule, attendance, leave usage and coverage; provides support to the shelter supervisor, staff and the shelter programs; oversees facilitation of group sessions for residents, ex-residents and staff; develops and delivers presentations that promote education and awareness regarding programs and services offered in relation to the issue of violence against women and children.

As well, the Manager oversees the safety, security and accessibility of all second stage housing units/properties which includes developing safety policies and procedures and ensuring compliance; ensuring properties are adequately maintained, renovations and repairs carried out when necessary; and comprehensive safety risk assessments are completed.

**Contacts:**

The Manager of Programs is involved in ongoing consultation, collaboration and liaison with other senior management of the Iris Kirby House; serves on a number of committees either as chair, co-chair or member such as the Labor Management Committee, Occupational Health and Safety Committee, Program Committees. The position is also responsible for being on-call. The incumbent also interacts with various specialists involved in program development such as social workers, developmental behavioural practitioners, occupational therapists, physicians, nurses, families, etc.

**Major Challenges:**

One of the main challenges of this position is ensuring that programs are implemented to maximize the residents’ complete potential from both a developmental and physical perspective.
Another major challenge is to ensure adequate and safe staffing levels recognizing constraints on resources. This is a significant challenge in that the safety of the resident, staff and the public are a major priority.

Another challenge is to provide guidance, support and direction to managers and staff on a daily basis by conducting regular meetings related to the units and for the implementation of policies and procedures.

The other challenge that the position must deal with is ensuring clients transition out of the shelter with the appropriate skills to build their new lives by providing them with the supports they would need (i.e. support during legal appointments/documentation, making appointments to other community resources, etc.) while trying to ensure the confidentiality and privacy of these individuals.

Expeditious discharge of responsibilities concerning time and budgetary constraints and reliability of cost estimates must be applied within the context of broad and seasoned knowledge and judgment.

The incumbent must have a sound knowledge of the Collective Agreement, Board policies and applicable legislation and be able to communicate this information in a consistent manner to supervisors and resident care staff.

Freedom to Act:

The Manager functions with considerable independence and initiative under the general direction of the Chief Executive Officer and within the context and constraints of applicable legislation, policies, procedures, and collective agreements.

Dimensions:

Total # of staff: 4 direct
14 indirect positions plus 18 Relief Staff

Salary & Operating $1,040,745.00
Budget: $10,000.00
Total Budget: $1,050,745.00

Specific Accountabilities:

1. Manages and oversees the implementation of residential and children's services programs for the Iris Ki-by House while ensuring the mandate and vision of the organization is maintained.
2. Oversees the operational management of the shelter environment in the form of effective and efficient human and financial resources.
3. Oversees the safety, security and accessibility of all second stage housing units/properties.
4. Develops and maintains strong linkages with outside professional resources and with families of clients.
5. Monitors and evaluates the efficacy and appropriateness of programs.
6. Provides program and operational advice and recommendations to senior officials.
7. Manages allocated resources to achieve objectives, priorities and plans.
8. Plans, organizes, controls and directs the operations of shelters of the organization by ensuring proper financial management and human resource management.
9. Provides input into the development and coordination of policies, programs, initiatives and activities specific to new program development.
10. Participates in the recruitment, orientation, retention and management of staff to support the operations of the shelters.
11. Ensures a quality work environment by ensuring that employees possess the necessary skills and knowledge necessary to achieve the Division’s goals and objectives.
12. Represents the Board on various committees.

APPROVALS:

Incumbent: ___________________________ Date: ___________________________

CAO: ___________________________ Date: ___________________________
THE IRIS KIRBY HOUSE
POSITION DESCRIPTION

POSITION: DIRECTOR OF COMMUNITY OUTREACH
INCUMBENT: ST. JOHN’S, NL
LOCATION: JANUARY 2015

General Accountability:

This position is accountable for the directing, planning, organizing, controlling and managing the outreach program and services for the Iris Kirby House to ensure supportive services are provided within the community and oversees the development, evaluation, and implementation of policy, programs and services to meet the needs of stakeholders.

Organizational Structure:

This position is one of four positions reporting to the Chief Executive Officer. The other positions are: Manager of Programming, Manager of Financial Services, and an Executive Assistant.

The Director of Community Outreach has the following two positions reporting to it:

Mental Health Nurse which is responsible for managing the mental health programs for residents with psychiatric illness. This includes supervising and managing on-call nurses; ensuring that a plan of care for residents with psychiatric illness is developed; assessing, planning, implementing and evaluating a psychiatric care of plan for residents with mental illness in collaboration with other health care providers and shelter staff; developing standards of care for residents as well as goals and objectives in assisting clients move forward; and monitoring medications and inventory of controlled drugs.

Children and Youth Services Coordinator which is responsible for the coordination of the newly designed Children and Youth Program; co-facilitation of groups for children and youth living in the shelter and those meeting our mandate within the community who have witnessed abuse; needs assessments; community referrals and advocacy. Working with the assistance and under the direction of the Director of Community Outreach, this position will play a major role in the administration of age specific, in-house programming for child and youth residents that focuses on the effects of witnessing violence.

Nature and Scope:
Environment:

The Iris Kirby House is the largest of seven transition houses operating throughout the province. It is comprised of five facilities which include a thirty two (32) bed shelter located in St. John's; a fifteen (15) bed shelter located in Carbonear; an eight (8) bedroom communal living property located in Conception Harbour; eight (8) second stage housing properties located in St. John's, Mount Pearl and Carbonear which provide additional housing for eight families. In addition to receiving core operational funding from the Eastern Regional Health Authority, the Shelter has been successful in operating and maintaining its second stage units on a 100% cost recovery basis from rental income. Through education and awareness training and fund-raising activities, the Shelter has been successful in attracting sources of funds and in kind contributions for the purchase of properties, that support the development and delivery of critical programs and services to its client group.

The 24-hour-a-day, seven-day-a-week, 365 day services which Iris Kirby House provides include: emergency transitional housing (two emergency shelters, 47 beds in total) and one communal living property for eight; second stage housing for women and their children who are experiencing relationship violence; non-judgmental supports: crisis intervention; advocacy; and referral services; operation of four 24 hour crisis telephone lines; offers such programs as the Empowerment Programs for Women, which has been expanded to include a three tier program including employment supports, this group is an open group for any women in the community who has experienced relationship abuse, a youth group, open to any youth in the community who has experienced abuse in their lives, a Children and Youth Services Program, Life Skills Program, and Outreach Program, a Volunteer Program, a Fundraising Program, In-House Support Groups.

All staff, at varying degrees are involved with the public education and awareness activities which are provided to a broad range of interest groups and stakeholders. For example, shelter staff are frequently invited to speak at information sessions geared towards the K-12 school system and organization, servicing this community whereas the Chief Executive Officer is mainly involved in public education and awareness training and advocacy geared towards senior officials of both the public and private sector and students from the post secondary institutions and professional groups throughout the community. Iris Kirby House partners with Memorial University in providing learning opportunities in the development, supervision and evaluation of work-term placements for Social Workers and Nursing students and in conducting or participating in various research initiatives.

The Community Outreach Department is accountable for overseeing public awareness and outreach programs and services to ex-residents and women in the community and includes participating on various committees in the community, providing employment and supportive counselling, as well as, overseeing the mental health program for the Iris Kirby House.

Functions of the position:
The Director of Community Outreach is accountable for directing, planning, marketing, developing and implementing community outreach policies, programs, action plans and related information for residents/clients of the Iris Kirby House by identifying, analyzing and assessing outreach needs concerning homelessness initiatives. The Director will also develop, maintain and implement performance measurement criteria to evaluate the efficiency and effectiveness of the outreach policies and programs in place and their related activities.

The Director of Community Outreach must establish networks with representatives from government departments, community agencies, municipalities and other interest groups to obtain information and determine expectations and needs; build partnerships/support for homelessness initiatives; or gain sources of supplementary funding. The Director will play an active role on a number of government and community committees such as the Violence Prevention Initiative; Justice Issues Committee; Canadian Red Cross; Abuse Prevention Services Advisory Committee; Committees of Newfoundland & Labrador Housing & Homelessness Network, Mental Health Committees and other ad hoc committees as deemed beneficial.

The Director is also accountable for the Mental Health program within the Iris Kirby House which includes directing and supervising psychiatric nurses to ensure that plans of care are developed for residents with psychiatric illness so that they receive proper standards of care and support to move forward in their lives.

The Director develops, maintains and supervises the Children and Youth Services program.

Contacts:

The Director of Community Outreach is involved in ongoing consultation, collaboration, liaison, education and awareness functions with the various community/interest groups, government departments, all levels of the education system and the legal community.

Major Challenges:

One of the challenges for the Director is being able to manage, develop and build networks and stakeholders within a large community of interested groups in order to build public awareness and understanding of outreach and mental health programs and services to ensure the protection and support of residents/clients.

Another challenge for the position is developing public awareness and outreach strategies, policy options and specific programs which require having a broad knowledge of theories, principles, research practices and program development. Position must keep up to date
on these theories and principles to ensure that the most appropriate programs, messages, and materials are targeting the right audiences.

The other challenge that the position must deal with is maintaining contact with ex-residents to ensure they transition out of the shelter with the appropriate skills to build their new lives by providing them with the supports they would need (i.e. support during legal appointments/documentation, making appointments to other community resources, etc.) while trying to ensure the confidentiality and privacy of these individuals.

**Freedom to Act:**

This is a responsible senior management position reporting to the Chief Executive Officer, and as such, operates with a high degree of autonomy, decision making and accountability in directing the outreach, public awareness, mental health program and children and youth services of Iris Kirby House within a range of established policies, procedures, legislation and collective agreements.

**Dimensions:**

- Total # of staff: 1 direct, 3 indirect casual workers
- Salary & Operating Budget: $248,007.00
- Budget: $10,000.00
- Total Budget: $258,007.00

**Specific Accountabilities:**

1. Directs and oversees the mandate of the Community Outreach Department to ensure that it fits with the overall strategic direction of the Iris Kirby House.
2. Develops, implements, markets and monitors/evaluates community outreach policies, programs, action plans and related information for targeted stakeholders.
3. Oversees the mental health program to ensure that clients with psychiatric illness receive proper care to move forward.
4. Oversees the children and youth services program to ensure that effects of witnessing and experiencing violence are addressed.
5. Establishes and builds networks with representatives from government departments, community agencies, and other interest groups to obtain information, determine expectations/needs, partner and gain supplemental funding.
6. Participates in overall budget preparation, budget monitoring, records management, systems development, human resource management and other administrative activities.
7. Participates in the development of the plan, priorities and strategies for the Iris Kirby House as part of senior management.
APPROVALS:

Incumbent: ___________________________ Date: ____________

CEO: _________________________________ Date: ____________
Potential copyright material

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From: @iriskirbyhouse.nf.net
Sent: Monday, September 28, 2015 3:03 PM
To: Simms, Colleen
Subject: PD Life Skills Coordinator_IKH_2015
Attachments: PD Life Skills Coordinator_September 2015_1.doc
THE IRIS KIRBY HOUSE
POSITION DESCRIPTION

POSITION: LIFE SKILLS COORDINATOR
INCUMBENT: ST. JOHN’S, NL
LOCATION: JANUARY 2015
DATE:

General Accountability:

This unionized position is accountable for overseeing, planning and purchasing for nutritional and affordable grocery and menu planning in the shelter, and implementing all life skills instruction to the resident women. This position places an emphasis on nutritional meal planning and preparation, budgeting, eviction prevention and system navigation.

Organizational Structure:

This position represents two of five positions reporting to the Manager of Programming with the others being 2 Shelter Supervisors, and the Property Maintenance Liaison.

The Life Skills Coordinator position has no other positions reporting to it.

Nature and Scope:

Environment:

The Iris Kirby House is the largest of seven transition houses operating throughout the province. It is comprised of five facilities which include a thirty two (32) bed shelter located in St. John’s, a fifteen (15) bed shelter located in Carbonear; an eight (8) bedroom communal living property located in Conception Harbour; nine (9) second stage housing units located in St. John’s, Mount Pearl and Carbonear which provides additional housing for nine families. In addition to receiving core operational funding from the Department of Health & Community Services via the Eastern Regional Health Authority, the Shelter has been successful in operating and maintaining its second stage units on a 100% cost recovery basis from rental income. Through education and awareness training and fundraising activities, the Shelter has been successful in attracting sources of funds and in kind contributions for the purchase of properties, that support the development and delivery of critical programs and services to its client group.

The 24-hour-a-day, seven-day-a-week, 365 day services which Iris Kirby House provides include: emergency transitional housing (two emergency shelters, 47 beds in total) and
one communal living property for nine (9); second stage housing for women and their children who are experiencing relationship violence; non-judgmental supports; crisis intervention; advocacy; and referral services; operation of four 24 hour crisis telephone lines; offers such programs as the Empowerment Programs for Women, which is an open group of any women in the community who has experienced relationship abuse, a Children and Youth Services Program, Life Skills Program, and Outreach Program, a Volunteer Program, In-House Support Groups and a Youth Group.

All staff, at varying degrees are involved with the public education and awareness activities which are provided to a broad range of interest groups and stakeholders. For example, shelter staff are frequently invited to speak at information sessions geared towards the K-12 school system and organizations servicing this community whereas the Chief Executive Officer is mainly involved in public education and awareness training and advocacy geared towards senior officials of both the public and private sector and students from the post-secondary institutions and professional groups throughout the community. Iris Kirby House partners with Memorial University in providing learning opportunities in the development, supervision and evaluation of work-term placements for Social Workers and Nursing students and in conducting or participating in various research initiatives.

Functions of the position:

The Life Skills Coordinator is primarily responsible for working with residents in planning and evaluating menus according to nutrient standards; forecasting menu requirements: maintaining food inventory; providing advice to residents on economical but nutritious meal planning; demonstrating to residents the ability to make healthy eating choices within their budget limitations in preparation for their departure from the shelter; basic financial planning, i.e. paying bills, saving and budgeting; developing and delivering materials related to all life skills instruction; group facilitation; coordinating household chores; ensuring the overall hygiene of the kitchen facilities and equipment.

Contacts:

The Life Skills Coordinator is involved in ongoing consultation, collaboration and liaison with the Manager of Programming and other senior management of the Iris Kirby House: may serve on committees or working groups related to Labour Management and Occupational Health and Safety.

Major Challenges:

One of the main challenges of this position is ensuring that the Life Skills program is organized to maximize the residents’ complete potential in areas of healthy living and financial management.
Another challenge is to balance the time spent on shelter related tasks such as grocery and other supply shopping and maintenance needs, and the training and coaching components with the women.

The other challenge that the position must deal with is effective and efficient scheduling of the broad range of services of the Life Skills Program.

Freedom to Act:

The Life Skills Coordinator functions with considerable initiative under the general direction of the Manager of Programming and within the context and constraints of applicable legislation, policies, procedures, and collective agreements.

Dimensions:

Total # of staff: 0 direct
  Students and Volunteers

Salary & Operating Budget:
  Total Budget:

Specific Accountabilities:

1. Oversees the planning and evaluating of menus according to budget, nutritional standards and menu planning principles and
2. Working within an approved grocery budget
3. Liaising between residents and staff to determine any special dietary needs and cooperative living requirements
4. Assisting women with life skills related to living on a limited budget, menu planning while transitioning to a new housing environment
5. Advocating on behalf residents with appropriate referrals/resources within the community and in the shelter
6. Working in consultation with the Director of Outreach in areas such as eviction prevention and departure planning
7. Understanding the food service industry and communal, cooperative living, safety and sanitation standards
8. Facilitating various life skills groups and one-on-one sessions
9. Organizing social events for both residents and ex-residents and tenants of the IKH Second Stage Housing program
10. Providing coverage in the shelter as needed
APPROVALS:

Incumbent: ____________________________ Date: ______________

CAO: ____________________________ Date: ______________
THE IRIS KIRBY HOUSE
POSITION DESCRIPTION

POSITION: LIFE SKILLS COORDINATOR
INCUMBENT: ST. JOHN’S, NL
LOCATION: JANUARY 2015
DATE: 

General Accountability:

This unionized position is accountable for overseeing, planning and purchasing for nutritional and affordable grocery and menu planning in the shelter, and implementing all life skills instruction to the resident women. This position places an emphasis on nutritional meal planning and preparation, budgeting, eviction prevention and system navigation.

Organizational Structure:

This position represents two of five positions reporting to the Manager of Programming with the others being 2 Shelter Supervisors, and the Property Maintenance Liaison.

The Life Skills Coordinator position has no other positions reporting to it.

Nature and Scope:

Environment:

The Iris Kirby House is the largest of seven transition houses operating throughout the province. It is comprised of five facilities which include a thirty-two (32) bed shelter located in St. John’s; a fifteen (15) bed shelter located in Carbonear; an eight (8) bedroom communal living property located in Conception Harbour; nine (9) second stage housing units located in St. John’s, Mount Pearl and Carbonear which provides additional housing for nine families. In addition to receiving core operational funding from the Department of Health & Community Services via the Eastern Regional Health Authority, the Shelter has been successful in operating and maintaining its second stage units on a 100% cost recovery basis from rental income. Through education and awareness training and fund-raising activities, the Shelter has been successful in attracting sources of funds and in kind contributions for the purchase of properties, that support the development and delivery of critical programs and services to its client group.

The 24-hour-a-day, seven-day-a-week, 365 day services which Iris Kirby House provides include: emergency transitional housing (two emergency shelters, 47 beds in total) and
one communal living property for nine (9); second stage housing for women and their children who are experiencing relationship violence; non-judgmental supports; crisis intervention; advocacy; and referral services: operation of four 24 hour crisis telephone lines; offers such programs as the Empowerment Programs for Women, which is an open group of any women in the community who has experienced relationship abuse, a Children and Youth Services Program, Life Skills Program, and Outreach Program, a Volunteer Program, In-House Support Groups and a Youth Group.

All staff, at varying degrees are involved with the public education and awareness activities which are provided to a broad range of interest groups and stakeholders. For example, shelter staff are frequently invited to speak at information sessions geared towards the K-12 school system and organizations servicing this community whereas the Chief Executive Officer is mainly involved in public education and awareness training and advocacy geared towards senior officials of both the public and private sector and students from the post-secondary institutions and professional groups throughout the community. Iris Kirby House partners with Memorial University in providing learning opportunities in the development, supervision and evaluation of work-term placements for Social Workers and Nursing students and in conducting or participating in various research initiatives.

Functions of the position:

The Life Skills Coordinator is primarily responsible for working with residents in planning and evaluating menus according to nutrient standards; forecasting menu requirements; maintaining food inventory; providing advice to residents on economical but nutritious meal planning; demonstrating to residents the ability to make healthy eating choices within their budget limitations in preparation for their departure from the shelter; basic financial planning, i.e. paying bills, saving and budgeting; developing and delivering materials related to all life skills instruction; group facilitation; coordinating household chores; ensuring the overall hygiene of the kitchen facilities and equipment.

Contacts:

The Life Skills Coordinator is involved in ongoing consultation, collaboration and liaison with the Manager of Programming and other senior management of the Iris Kirby House; may serve on committees or working groups related to Labour Management and Occupational Health and Safety.

Major Challenges:

One of the main challenges of this position is ensuring that the Life Skills program is organized to maximize the residents' complete potential in areas of healthy living and financial management.
Another challenge is to balance the time spent on shelter related tasks such as grocery and other supply shopping and maintenance needs, and the training and coaching components with the women.

The other challenge that the position must deal with is effective and efficient scheduling of the broad range of services of the Life Skills Program.

Freedom to Act:

The Life Skills Coordinator functions with considerable initiative under the general direction of the Manager of Programming and within the context and constraints of applicable legislation, policies, procedures, and collective agreements.

Dimensions:

Total # of staff: 0 direct
Students and Volunteers

Salary & Operating
Budget:
Total Budget:

Specific Accountabilities:

1. Oversees the planning and evaluating of menus according to budget, nutritional standards and menu planning principles and
2. Working within an approved grocery budget
3. Liaising between residents and staff to determine any special dietary needs and cooperative living requirements
4. Assisting women with life skills related to living on a limited budget, menu planning while transitioning to a new housing environment
5. Advocating on behalf residents with appropriate referrals/resources within the community and in the shelter
6. Working in consultation with the Director of Outreach in areas such as eviction prevention and departure planning
7. Understanding the food service industry and communal, cooperative living, safety and sanitation standards
8. Facilitating various life skills groups and one-on-one sessions
9. Organizing social events for both residents and ex-residents and tenants of the IKH Second Stage Housing program
10. Providing coverage in the shelter as needed
IRIS KIRBY HOUSE ORGANIZATIONAL CHART

Note: Contractual positions would report directly to the CEO or to other senior management when deemed appropriate.
Hi Colleen,

I had noted sending these documents to you already but in reviewing my sent messages I realize I may not have. To be safe, I am sending them now.

---

From: [Email Address]
Sent: Tuesday, October 06, 2015 3:28 PM
To: Simms, Colleen
Subject: IKH Empowerment Group Series Documents
Attachments: EEP1 Module Summary_IKH_2015.docx; EEP II.pptx; EEP-III_OVERVIEW.docx
Financial Statements of

IRIS KIRBY HOUSE

Year ended March 31, 2015
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INDEPENDENT AUDITORS’ REPORT

To the Board of Directors of Iris Kirby House

We have audited the accompanying financial statements of Iris Kirby House, which comprise the statement of financial position as at March 31, 2015, the statements of operations, changes in net assets and cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

Management’s Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these 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.

Auditors’ Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the entity’s preparation and fair presentation of the financial statements 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 entity’s internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified audit opinion.

Basis for Qualified Opinion

In common with many charitable organizations, Iris Kirby House derives revenue from donations, the completeness of which is not susceptible to satisfactory audit verification. Accordingly, verification of this revenue was limited to the amounts recorded in the records of Iris Kirby House. Therefore, we, and the predecessor auditors, were not able to determine, respectively, whether, as at and for the years ended March 31, 2015 and March 31, 2014, any adjustments might be necessary to donations and excess (deficiency) of revenue over expenses reported in the statement of operations, excess (deficiency) of revenue over expenses reported in the statement of cash flows and current assets and operating fund balances reported in the balance sheet. This caused the predecessor auditors to qualify their audit opinion on the financial statements as at and for the year ended March 31, 2014.

Qualified Opinion

In our opinion, except for the possible effects of the matter described in the Basis for Qualified Opinion paragraph, the financial statements present fairly, in all material respects, the financial position of Iris Kirby House as at March 31, 2015, and its results of operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Emphasis of Matter

Without modifying our opinion, we draw attention to Note 2 to the financial statements which indicates that the comparative information presented as at and for the year ended March 31, 2014 has been restated.

The financial statements of Iris Kirby House as at and for the year ended March 31, 2014 were audited by another auditor who expressed a qualified opinion on those statements on March 31, 2014 due to the matter described in the Basis for Qualified Opinion paragraph.

As part of our audit of the financial statements as at and for the year ended March 31, 2015, we audited the restatement described in Note 2 to the financial statements that was applied to restate the comparative information presented as at and for the year ended March 31, 2014. In our opinion, the restatement is appropriate and has been properly applied.

KPMG LLP
Chartered Professional Accountants
November 27, 2015
St. John’s, Canada
# IRIS KIRBY HOUSE

**Balance Sheet**

March 31, 2015, with comparative information for 2014

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014 (as restated)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Current assets:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash</td>
<td>$120,097</td>
<td>$430,109</td>
</tr>
<tr>
<td>Trade receivable</td>
<td>$98,706</td>
<td>$139,734</td>
</tr>
<tr>
<td>Holdbacks receivable</td>
<td>$64,175</td>
<td></td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>$60,175</td>
<td>$64,584</td>
</tr>
<tr>
<td><strong>Total Current Assets</strong></td>
<td>$343,153</td>
<td>$638,427</td>
</tr>
<tr>
<td>Capital assets</td>
<td>$4,439,105</td>
<td>$3,656,598</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td>$4,782,258</td>
<td>$4,295,025</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014 (as restated)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Liabilities and Net Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Current liabilities:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable and accrued liabilities (note 5)</td>
<td>$561,554</td>
<td>$552,657</td>
</tr>
<tr>
<td>Current portion of mortgage payable (note 8)</td>
<td>$17,701</td>
<td>$13,564</td>
</tr>
<tr>
<td><strong>Total Current liabilities</strong></td>
<td>$579,255</td>
<td>$566,221</td>
</tr>
<tr>
<td>Long-term debt forgivable (note 7)</td>
<td>$769,550</td>
<td>$666,000</td>
</tr>
<tr>
<td>Mortgage payable (note 8)</td>
<td>$581,956</td>
<td>$7,198</td>
</tr>
<tr>
<td>Accrued severance pay</td>
<td>$114,397</td>
<td>$105,690</td>
</tr>
<tr>
<td>Deferred capital contributions (note 9)</td>
<td>$2,355,746</td>
<td>$2,374,598</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td>$3,821,649</td>
<td>$3,154,004</td>
</tr>
<tr>
<td><strong>Net assets:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Invested in capital assets</td>
<td>$714,147</td>
<td>$594,717</td>
</tr>
<tr>
<td>Internally restricted</td>
<td>$155,671</td>
<td>$341,260</td>
</tr>
<tr>
<td>Accumulated other comprehensive loss</td>
<td>$(488,464)</td>
<td>$(361,177)</td>
</tr>
<tr>
<td><strong>Total Net Assets</strong></td>
<td>$381,354</td>
<td>$574,800</td>
</tr>
<tr>
<td><strong>Economic interest (note 10)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$4,782,258</td>
<td>$4,295,025</td>
</tr>
</tbody>
</table>

See accompanying notes to financial statements.

On behalf of the Board:

__________________________  ________________________
Director                      Director
IRIS KIRBY HOUSE
Statement of Operations

Year ended March 31, 2015, with comparative information for 2014

<table>
<thead>
<tr>
<th>Description</th>
<th>Operating Grant</th>
<th>Second Stage Housing</th>
<th>Total (as restated)</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>$1,991,587</td>
<td>$</td>
<td>$1,991,587 $</td>
<td>1,949,805</td>
</tr>
<tr>
<td>Amortization of deferred capital contributions</td>
<td>83,704</td>
<td>35,149</td>
<td>118,853</td>
<td>245,239</td>
</tr>
<tr>
<td>Donations</td>
<td>106,449</td>
<td>-</td>
<td>106,449</td>
<td>-</td>
</tr>
<tr>
<td>Rental income</td>
<td>-</td>
<td>54,309</td>
<td>54,309</td>
<td>59,703</td>
</tr>
<tr>
<td>Interest income</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>820</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>$2,181,740</td>
<td>69,458</td>
<td>2,271,198</td>
<td>2,255,567</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Description</th>
<th>2015</th>
<th>2014 (as restated)</th>
<th>2015</th>
<th>2014 (as restated)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and benefits</td>
<td>1,678,094</td>
<td>1,603,193</td>
<td>1,678,094</td>
<td>1,603,193</td>
</tr>
<tr>
<td>Training</td>
<td>196,506</td>
<td>20,599</td>
<td>196,506</td>
<td>20,599</td>
</tr>
<tr>
<td>Amortization</td>
<td>140,988</td>
<td>153,679</td>
<td>140,988</td>
<td>153,679</td>
</tr>
<tr>
<td>Utilities</td>
<td>47,680</td>
<td>59,748</td>
<td>47,680</td>
<td>59,748</td>
</tr>
<tr>
<td>Insurance</td>
<td>41,620</td>
<td>44,986</td>
<td>41,620</td>
<td>44,986</td>
</tr>
<tr>
<td>Purchase services</td>
<td>44,128</td>
<td>37,010</td>
<td>44,128</td>
<td>37,010</td>
</tr>
<tr>
<td>Professional fees</td>
<td>46,142</td>
<td>43,521</td>
<td>46,142</td>
<td>43,521</td>
</tr>
<tr>
<td>Food and household supplies</td>
<td>44,077</td>
<td>38,300</td>
<td>44,077</td>
<td>38,300</td>
</tr>
<tr>
<td>Office and general</td>
<td>36,064</td>
<td>40,629</td>
<td>36,064</td>
<td>40,629</td>
</tr>
<tr>
<td>Telephone</td>
<td>25,406</td>
<td>23,975</td>
<td>25,406</td>
<td>23,975</td>
</tr>
<tr>
<td>Repairs and maintenance</td>
<td>10,023</td>
<td>16,842</td>
<td>10,023</td>
<td>16,842</td>
</tr>
<tr>
<td>Staff transportation</td>
<td>18,554</td>
<td>4,715</td>
<td>18,554</td>
<td>4,715</td>
</tr>
<tr>
<td>Resident Funding</td>
<td>16,877</td>
<td>22,220</td>
<td>16,877</td>
<td>22,220</td>
</tr>
<tr>
<td>Interest on long-term debt</td>
<td>12,941</td>
<td>1,441</td>
<td>12,941</td>
<td>1,441</td>
</tr>
<tr>
<td>Realty taxes</td>
<td>4,374</td>
<td>4,372</td>
<td>4,374</td>
<td>4,372</td>
</tr>
<tr>
<td>Interest and bank charges</td>
<td>2,718</td>
<td>2,473</td>
<td>2,718</td>
<td>2,473</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>$2,366,192</td>
<td>2,127,703</td>
<td>$2,464,644</td>
<td>2,127,703</td>
</tr>
</tbody>
</table>

**Excess (deficiency) of revenue over expenditures**: $ (184,452) $ (8,994) $ (193,446) $ 127,864

See accompanying notes to financial statements.
IRIS KIRBY HOUSE
Statement of Changes in Net Assets
Year ended March 31, 2015, with comparative information for 2014

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
<th>(as restated)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Invested in</td>
<td>Internally</td>
<td>Unrestricted</td>
</tr>
<tr>
<td></td>
<td>Capital Assets</td>
<td>restricted</td>
<td>Net Assets</td>
</tr>
<tr>
<td>Balance, beginning of year:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>As previously stated</td>
<td>$2,645,356</td>
<td>-</td>
<td>$(2,452,996)</td>
</tr>
<tr>
<td>Correction of errors (note 2)</td>
<td>$(2,050,639)</td>
<td>341,260</td>
<td>2,091,819</td>
</tr>
<tr>
<td>As restated</td>
<td>594,717</td>
<td>341,260</td>
<td>$(361,177)</td>
</tr>
<tr>
<td>Excess (deficiency) of revenue over expenditures</td>
<td>$(73,037)</td>
<td>-</td>
<td>$(120,409)</td>
</tr>
<tr>
<td>Investment in capital assets</td>
<td>192,467</td>
<td>-</td>
<td>(192,467)</td>
</tr>
<tr>
<td>Transfer from internally restricted (note 6)</td>
<td>-</td>
<td>$(185,589)</td>
<td>185,589</td>
</tr>
<tr>
<td>Balance, end of year</td>
<td>$714,147</td>
<td>$155,571</td>
<td>$(488,464)</td>
</tr>
</tbody>
</table>

See accompanying notes to financial statements.
IRIS KIRBY HOUSE
Statement of Cash Flows
Year ended March 31, 2015, with comparative information for 2014

<table>
<thead>
<tr>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>(as restated)</td>
<td></td>
</tr>
</tbody>
</table>

Cash provided by (used in):

Operations:

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excess (deficiency) of revenue over expenditures</td>
<td>$(193,446)</td>
<td>$127,864</td>
</tr>
<tr>
<td>Items not involving cash:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amortization</td>
<td>191,885</td>
<td>163,679</td>
</tr>
<tr>
<td>Amortization of deferred capital contributions</td>
<td>$(118,853)</td>
<td>$(245,239)</td>
</tr>
<tr>
<td>Accrued severance pay</td>
<td>8,707</td>
<td>12,056</td>
</tr>
<tr>
<td>Gain on disposal of assets</td>
<td>500</td>
<td></td>
</tr>
<tr>
<td></td>
<td>$(111,706)</td>
<td>58,860</td>
</tr>
</tbody>
</table>

Changes in non-cash operating working capital:

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Decrease (increase) in trade receivable</td>
<td>41,025</td>
<td>$(111,087)</td>
</tr>
<tr>
<td>Increase in holdbacks receivable</td>
<td>$(64,175)</td>
<td></td>
</tr>
<tr>
<td>Decrease (increase) in prepaid expenses</td>
<td>$(8,409)</td>
<td>$(43,487)</td>
</tr>
<tr>
<td>(Decrease) increase in accounts payable and accrued liabilities</td>
<td>(442,669)</td>
<td>397,028</td>
</tr>
<tr>
<td></td>
<td>$(669,113)</td>
<td>301,312</td>
</tr>
</tbody>
</table>

Financing:

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Repayment of long-term debt</td>
<td>$(29,927)</td>
<td>$(17,292)</td>
</tr>
<tr>
<td>Forgivable loans</td>
<td>103,550</td>
<td>1,270,168</td>
</tr>
<tr>
<td>Increase in mortgage payable</td>
<td>508,304</td>
<td></td>
</tr>
<tr>
<td></td>
<td>681,927</td>
<td>1,252,876</td>
</tr>
</tbody>
</table>

Investing:

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Purchase of capital assets</td>
<td>(522,827)</td>
<td>(2,090,213)</td>
</tr>
<tr>
<td>Change in deferred capital contributions</td>
<td>100,001</td>
<td>455,162</td>
</tr>
<tr>
<td></td>
<td>(422,826)</td>
<td>(1,635,051)</td>
</tr>
</tbody>
</table>

Decrease in cash

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>(310,012)</td>
<td>$(80,863)</td>
</tr>
</tbody>
</table>

Cash, beginning of year

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>430,109</td>
<td>510,972</td>
</tr>
</tbody>
</table>

Cash, end of year

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$120,097</td>
<td>$430,109</td>
</tr>
</tbody>
</table>

Non-cash transactions:

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unpaid capital additions</td>
<td>$451,566</td>
<td></td>
</tr>
</tbody>
</table>

See accompanying notes to financial statements.
IRIS KIRBY HOUSE
Notes to Financial Statements
Year ended March 31, 2015

Iris Kirby House (the "Organization") is a not-for-profit organization incorporated under the laws of the Province of Newfoundland and Labrador, and is a registered charity under the Income Tax Act. The Organization provides battered women and their children with shelter from violence, provides support and counselling to families during their stay at the shelter and endeavours to educate the general public and professionals on matters concerning family violence.

1. Significant accounting policies:

These financial statements are prepared in accordance with Canadian accounting standards for not-for-profit organizations. The Organization's significant accounting policies are as follows:

(a) Revenue recognition:

The Organization follows the deferral method of accounting for contributions. Under this method, any restricted contributions are recognized as revenue in the period in which the related expenses are incurred. Unrestricted contributions are reported as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Contributions that are specified to be used towards capital projects are recognized as deferred capital contributions in the period in which they are received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured and are amortized to income on the same basis as the related capital item.

(b) Financial instruments:

Financial instruments are recorded at fair value on initial recognition. Freestanding derivative instruments that are not in a qualifying hedging relationship and equity instruments that are quoted in an active market are subsequently measured at fair value. All other financial instruments are subsequently recorded at cost or amortized cost, unless management has elected to carry the instruments at fair value. The Organization has not elected to carry any such financial instruments at fair value.

Transaction costs incurred on the acquisition of financial instruments measured subsequently at fair value are expensed as incurred. All other financial instruments are adjusted by transaction costs incurred on acquisition and financing costs, which are amortized using the straight-line method (or effective interest rate method).
IRIS KIRBY HOUSE
Notes to Financial Statements (continued)
Year ended March 31, 2015

1. Significant accounting policies (continued):

(b) Financial instruments (continued):

Financial assets are assessed for impairment on an annual basis at the end of the fiscal year if there are indicators of impairment. If there is an indicator of impairment, the Organization determines if there is a significant adverse change in the expected amount or timing of future cash flows from the financial asset. If there is a significant adverse change in the expected cash flows, the carrying value of the financial asset is reduced to the highest of the present value of the expected cash flows, the amount that could be realized from selling the financial asset or the amount the Organization expects to realize by exercising its right to any collateral. If events and circumstances reverse in a future year, an impairment loss will be reversed to the extent of the improvement, not exceeding the initial carrying value.

(c) Capital assets:

Capital assets are stated at cost, less accumulated amortization. Amortization on buildings is provided using the straight-line method over 20 years. Amortization on furniture and fixtures, vehicles, and computers is provided using the declining-balance method at the following annual rates:

<table>
<thead>
<tr>
<th>Asset</th>
<th>Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Buildings</td>
<td>5%</td>
</tr>
<tr>
<td>Furniture and fixtures</td>
<td>20%</td>
</tr>
<tr>
<td>Vehicles</td>
<td>30%</td>
</tr>
<tr>
<td>Computer</td>
<td>30/55%</td>
</tr>
</tbody>
</table>

(d) Severance pay:

Severance pay is accrued for all employees who have a vested right to receive such payments. It is calculated for those employees with nine or more years of continuous service and based on the number of years served to a maximum of twenty years multiplied by the rate of pay at the time it is paid out.

(e) Contributed services:

Volunteers' time and donations in kind are an integral part of the activities of the Organization. Contributed services and in kind donations are not recognized in the financial statements because of the difficulty in determining their fair market value.
2. Restatement:

During the year, the Organization identified an error in the previous recording of the deferred capital contributions, long term forgivable loans, and the calculation of net assets invested in capital assets. The Organization recorded certain loans as forgivable instead of as deferred capital contributions to be amortized. The impact of the retrospective correction of this error is as follows:

<table>
<thead>
<tr>
<th></th>
<th>As previously reported</th>
<th>Impact of correction of error</th>
<th>As restated</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deferred capital contributions</td>
<td>1,794,204</td>
<td>580,394</td>
<td>2,374,598</td>
</tr>
<tr>
<td>Deferred operational funding</td>
<td>341,260</td>
<td>(341,260)</td>
<td>-</td>
</tr>
<tr>
<td>Long-term debt - forgivable</td>
<td>1,287,577</td>
<td>(621,577)</td>
<td>666,000</td>
</tr>
<tr>
<td>Opening net assets</td>
<td>215,761</td>
<td>359,039</td>
<td>574,800</td>
</tr>
<tr>
<td>Deficiency of revenue over expenditures</td>
<td>(23,901)</td>
<td>151,765</td>
<td>127,864</td>
</tr>
<tr>
<td>Net assets invested in capital assets</td>
<td>2,645,356</td>
<td>(2,050,639)</td>
<td>594,717</td>
</tr>
<tr>
<td>Unrestricted net assets</td>
<td>(2,452,996)</td>
<td>2,091,819</td>
<td>(361,177)</td>
</tr>
<tr>
<td>Internally restricted net assets</td>
<td>-</td>
<td>341,260</td>
<td>341,260</td>
</tr>
</tbody>
</table>

3. Trade receivable:

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>(as restated)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trade receivables</td>
<td>$2,075</td>
<td>$8,751</td>
</tr>
<tr>
<td>HST</td>
<td>$95,631</td>
<td>$130,983</td>
</tr>
<tr>
<td></td>
<td>$98,706</td>
<td>$139,734</td>
</tr>
</tbody>
</table>
IRIS KIRBY HOUSE
Notes to Financial Statements (continued)
Year ended March 31, 2015

4. Capital assets:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Land</td>
<td>$190,000</td>
<td>- $190,000</td>
<td>$190,000</td>
<td>$190,000</td>
</tr>
<tr>
<td>Buildings</td>
<td>5,445,550</td>
<td>1,296,942</td>
<td>4,148,608</td>
<td>3,362,781</td>
</tr>
<tr>
<td>Furniture and fixtures</td>
<td>242,663</td>
<td>175,930</td>
<td>66,733</td>
<td>84,417</td>
</tr>
<tr>
<td>Vehicles</td>
<td>84,684</td>
<td>65,037</td>
<td>19,647</td>
<td>24,433</td>
</tr>
<tr>
<td>Computer</td>
<td>89,450</td>
<td>75,333</td>
<td>14,117</td>
<td>4,967</td>
</tr>
</tbody>
</table>

$6,052,347 $1,613,242 $4,439,105 $3,656,598

5. Accounts payable and accrued liabilities:

Included in accounts payable and accrued liabilities are government remittances payable of nil (2014 - $2,731), which includes amounts payable for HST and payroll related taxes.

6. Internally restricted net assets:

Internally restricted net assets have been restricted by the board for future development of programming and service. The net assets are not available to be used for any other purpose unless authorized by the board of directors.
IRIS KIRBY HOUSE
Notes to Financial Statements (continued)

Year ended March 31, 2015

7. Long-term debt - forgivable:

These mortgage loans were received by the Organization from Newfoundland and Labrador Housing Corporation (NLHC) in the form of forgivable loans. Certain conditions apply to the forgiveness of the debt. Should the organization default on any condition, it will be required to repay the unforgiven portion of the loan. The forgivable portion of each loan is annually applied to deferred capital contributions and recognized as revenue in the year which the related expenses are incurred.

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014 (as restated)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Forgivable over 25 year period</td>
<td>$769,550</td>
<td>$666,000</td>
</tr>
</tbody>
</table>

8. Mortgage payable:

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>(as restated)</td>
</tr>
<tr>
<td>BMO first mortgage on the Waterford Bridge Road shelter property, bearing interest at 4.35%, repayable in blended monthly payments of $4,404, due to mature July 1, 2020</td>
<td>$599,657</td>
<td>$-</td>
</tr>
<tr>
<td>BMO first mortgage on the Waterford Bridge Road shelter property, bearing interest at 4.99%, repayable in blended monthly instalments of $1,561, matured in 2015.</td>
<td>-</td>
<td>$21,281</td>
</tr>
<tr>
<td></td>
<td>$599,657</td>
<td>$21,280</td>
</tr>
<tr>
<td>Less current portion</td>
<td>(17,701)</td>
<td>(13,564)</td>
</tr>
<tr>
<td></td>
<td>$581,956</td>
<td>$7,716</td>
</tr>
</tbody>
</table>

Principal repayments are due as follows:

<table>
<thead>
<tr>
<th>Year</th>
<th>$</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>17,701</td>
</tr>
<tr>
<td>2017</td>
<td>24,506</td>
</tr>
<tr>
<td>2018</td>
<td>25,583</td>
</tr>
<tr>
<td>2019</td>
<td>26,706</td>
</tr>
<tr>
<td>2020</td>
<td>27,879</td>
</tr>
<tr>
<td>Thereafter</td>
<td>477,282</td>
</tr>
<tr>
<td></td>
<td>$599,657</td>
</tr>
</tbody>
</table>
Notes to Financial Statements (continued)

Year ended March 31, 2015

9. Deferred capital contributions:

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014 (as restated)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beginning deferred capital contributions</td>
<td>$2,374,598</td>
<td>$1,543,097</td>
</tr>
<tr>
<td>Additions - capital funding</td>
<td>100,001</td>
<td>284,330</td>
</tr>
<tr>
<td>Additions - forgiven NLHC funding</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less - revenue recognized</td>
<td>(118,853)</td>
<td>(245,239)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$2,355,746</td>
<td>$2,374,598</td>
</tr>
</tbody>
</table>

is a registered charitable organization created to raise funds to meet the needs of the Organization which provides battered women and their children with shelter from violence and also provides ongoing counselling to families and endeavours to educate the general public on matters of family violence.

During the year ended March 31, 2015, the in funding to the Organization.

These transactions are in the normal course of operations and have been valued in these financial statements at the exchange amount which is the amount of consideration established and agreed to by the related parties.

10. Economic interest:

11. Economic dependence:

The Organization receives approximately 88% (2014 - 86%) of its revenue by way of funding from Eastern Health Newfoundland and Labrador. In management's opinion, the Organization's continued operations are dependent on the continuance of this funding.
12. Financial risks:

The Organization's financial instruments consist of cash, trade receivable, accounts payable and accrued liabilities, and long-term debt. Unless otherwise noted, it is management's opinion that the Organization is not exposed to significant interest rate, or currency risks.

(a) Credit risk:

Financial instruments which potentially subject the Organization to credit risk consist primarily of cash and cash equivalents, and trade receivables. The Organization limits the amount of credit exposure with its cash balance by only maintaining cash with major Canadian financial institutions. Credit exposure is minimized by dealing only with credit worthy counter parties.

(b) Liquidity risk:

Liquidity risk is the risk that the Organization will not be able to meet its cash requirements in a timely and cost effective manner. Liquidity requirements are managed through the receipt of funds from the Organization's various revenue sources. These sources of funds are used to pay operating expenses and meet debt service requirements.
Iris Kirby Financial Review Information Requirements

- **Year to Date Financial Statements** - obtain a copy of March 31, 2015 audited financial statements.
- **Budget Details** - obtain a copy of 2015-16 budget and 2014-15 budget details to complete budget to actual comparisons for the prior year for major categories of expenditure (i.e. salaries, supplies, etc.)
- **2014-15 Surplus/Deficit** - This should be reflected in the March financial statements.
- **Salary/Position Analysis** - growth of approximately $300,000 noted in salary expenditures since 2011. Need a list of positions added since 2011 and what was the source of funding (if any) for the positions?
- **Other Expenditure Analysis** - review growth in some of the other expenditure areas. Obtain explanations for increases/decreases noted in other expenditure items such as professional fees, purchased services, resident funding and administration, repairs and maintenance, staff training/transportation. What factors are contributing to the increases or decreases noted in these areas?
- **Deferred Operational Funding** - deferred funding has increased significantly and as of March 31, 2014 is $341,260. Based on notes in the audited financial statements it indicates that the deferred funding is salary replacement costs. Need further details on the balance in deferred funding and why it is being held.
- **Payables and Accruals** - a significant increase is noted in payables from $155,625 in 2013 to $552,655 in 2014. Follow up should be done to determine why this has increased significantly. It is noted that the majority is related to trade payables.
- **Capital Assets Purchases** - in 2014 IKH purchased $2,090,213 in capital assets which were financed by an increase in Long Term Debt (forgiveable loans)$1,252,876 and an increase in deferred capital contributions of $496,213. This left a balance of $340,994 which was financed by way of working capital. This had a negative impact on IKH working capital in 2014. In 2013 IKH reported a positive working capital of $161,218 compared to a 2014 deficit in working capital of $269,050. Capital assets should be financed from either borrowing or other capital contributions, not operating funds. Capital assets should have a source of funding identified as part of capital asset approval process. The capital asset approval process should be reviewed with IKH.
- **Long Term Debt** - long term debt increased significantly in 2014 from $55,984 in 2013 to $1,308,858 in 2014. This does not cause concern as $1,287,577 of this amount was received from Newfoundland and Labrador Housing Corporation (NLHC) in the form of forgiveable loans. Certain conditions apply to the forgivements of the debt. Should the organization default on any condition, it will be required to repay the unforgiven portion of the loan. Details of these loan agreements should be reviewed with IKH to ensure that conditions of the loan forgiveness will be met over the period of the loans.
- **Unrestricted Net Assets** - the deficit in unrestricted net assets has increased from $258,300 in 2013 to $2,453,000 in 2014. Not clear why such a reduction in one year based on the operating results which reported an operating deficit of $24,988. Appears to be related to capital asset purchases, need further explanation of the change year over year and the
amount reported in 2014. IKH should provide details/analysis of the change in unrestricted net assets from 2013 to 2014.

- **2014-15 Management Letter** - a copy of the management letter issued by the auditors as part of the 2014-15 financial statement audit.
October 28th, 2015

Kim Grant
Regional Director
Mental Health & Addictions Program
Eastern Health
Mt. Pearl Square, 760 Topsail Road
Mt. Pearl, NL A1N 3J5

Dear Ms. Grant,

Attached please find the 2016 2017 budget submission for Iris Kirby House (IKH). Please note, as in previous years, we have shown separate line by line budgetary requests for both sites, St. John’s and Carbonear, however we have a combined summary.

The attached explanatory notes will provide you with more information regarding our budget submission. If you have any questions, please do not hesitate to contact me @ 722-8272 or via email.

At the time of submitting the budget request our audited statements are in draft form. Once the Board approves the statements I will forward a copy to you.

The 2016/2017 budget submission includes the additional funding to support the Up & Out Project. The new Model was opened this Spring and was officially launched in July. The four self contained supportive housing units adjoined to the shelter are apart of this new model, however it is important to note that this program is administered under a lease agreement and does not impact budgetary amounts requested.
Thank you for your time regarding this matter and please do not hesitate to contact us if you have any questions.

s.40(1)

Regards,

Executive Director

Pc’s:
Board of Directors, Iris Kirby House
Steve Kent, Minister, Dept. of Health & Community Services & Deputy Premier
Colleen Simms, Special Advisor to Minister, Dept. of Health & Community Services
# Funding Request

**Iris Kirby**

**House & O'Shaughnessy House**

**FISCAL YEAR**

2016-2017

**EXPENDITURE BUDGET REQUEST**

2016-17

**AMT APPROVED 2015-16**

<table>
<thead>
<tr>
<th>Category</th>
<th>IKH OSH Total</th>
<th>IKH OSH Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>1,651,252</td>
<td>598,196</td>
</tr>
<tr>
<td>Total Salaries</td>
<td>1,162,045</td>
<td>563,849</td>
</tr>
<tr>
<td>Statutory Holiday</td>
<td>63,482</td>
<td>98,790</td>
</tr>
<tr>
<td>Extra Assistance</td>
<td>159,722</td>
<td>248,555</td>
</tr>
<tr>
<td>Other Salary Costs</td>
<td>98,800</td>
<td>167,961</td>
</tr>
<tr>
<td>Employee Benefits</td>
<td>241,778</td>
<td>414,218</td>
</tr>
<tr>
<td>Professional Fees</td>
<td>25,000</td>
<td>40,000</td>
</tr>
<tr>
<td>Purchased Services</td>
<td>7,500</td>
<td>15,000</td>
</tr>
<tr>
<td>Repayment/Maintenance, Bldg Eq</td>
<td>20,000</td>
<td>30,000</td>
</tr>
<tr>
<td>Replacement of Minority Equipment</td>
<td>5,000</td>
<td>10,000</td>
</tr>
<tr>
<td>Resident Funding</td>
<td>13,000</td>
<td>9,000</td>
</tr>
<tr>
<td>Staff Transportation</td>
<td>12,500</td>
<td>10,000</td>
</tr>
<tr>
<td>Food/Household Supplies</td>
<td>25,000</td>
<td>46,500</td>
</tr>
<tr>
<td>Insurance</td>
<td>28,200</td>
<td>19,000</td>
</tr>
<tr>
<td>Interest/Service Charges</td>
<td>1,500</td>
<td>1,500</td>
</tr>
<tr>
<td>Inpatient/Outpatient</td>
<td>25,000</td>
<td>21,500</td>
</tr>
<tr>
<td>Telephone</td>
<td>12,500</td>
<td>25,000</td>
</tr>
<tr>
<td>Utilities</td>
<td>235,000</td>
<td>37,000</td>
</tr>
<tr>
<td>One-Time Funding</td>
<td>496,600</td>
<td>1,006,452</td>
</tr>
<tr>
<td>SUB TOTAL</td>
<td>1,624,200</td>
<td>955,900</td>
</tr>
<tr>
<td>SUB TOTAL</td>
<td>2,580,776</td>
<td>871,417</td>
</tr>
<tr>
<td>SUB TOTAL</td>
<td>3,806,976</td>
<td>1,988,369</td>
</tr>
</tbody>
</table>

**FUNDING REQUESTED**

$2,969,976.00

**TOTAL EXPENDITURE**

$981,917.00

**Eastern Regional Health Authority**
EXPLANATORY BUDGET NOTES – IRIS KIRBY HOUSE 2016-2017

Note 1: Permanent Salaries

As per the attached Detailed Account of Staffing (Salary Calculation Worksheet). This does not include the salary increases as per the JES increases that were implemented on July 15, 2015.

Note 2: Statutory Holidays

A formula of 5.2% of all permanent salaries and extra assistance combined was applied to determine this budget request.

Note 3: Extra Assistance

This budget request is to cover replacement costs of annual leave, sick leave and family responsibility leave of permanent staff, calculated as 13.5% of permanent salaries, and a reduced percentage (11.5) for relief staff benefits.

Note 4: Other Salary Costs

This budget request is to cover the cost of Shift Differential premiums for evening/night and weekend shifts.

Note 5: Employee Benefits

This budget request is to cover the mandatory employment related costs of CPP, EI and WHSCC and to cover the Employers contribution to the Pension Plan (PSPP for permanent staff and GMPP for relief/temporary staff, 9.9%), and the employers contribution in the Group Insurance Plan.

Note 6: Administration

This budgetary item has been under funded for several years. This request is to cover the cost of office supplies, computer support for ten computer stations (in administration and the shelter offices), postage, courier services, recycling bins, and advertising. For the 2016-2017 budget request we are seeking an increase of $27,500 over the previous year’s approved budget. The increase is partly in response to our increase in staff and building size regarding the Up & Out Project. It is important to note, that recycling has become mandatory. Also online forms required in the day to day use of the shelter, i.e. emergency protection orders, requires that the computers in the shelter office are in use 24 hours a day, 7 days a week. While these may appear to be only minor expenses, a budget amount of only $12,500 is not adequate and can often prevent work being performed more efficiently, adding great pressure to an already under funded budgetary item. Iris Kirby House has no in-house IT support, however does require attainment of IT services at a cost to the organization.

Note 7: Food & Household Supplies

This budget request is for the purchase of food and household supplies.
Note 8: Insurance

This budgetary item has been under funded for several years. This budget request is to cover the cost of Property, Liability and Director's Insurance. The limits of insurance have increased due to the expansion of facilities in St. John's regarding the Up & Out project.

Note 9: Interest & Service Charges

This budget request is to cover the costs on interest on short term borrowing, bank service charges and also to cover banking fees associated with automatic payroll deposit. It does not include interest on long term debt.

Note 10: Long Term Debt

This budget request is to cover the Mortgage cost including interest. This request does not include additional mortgage costs as a result of the Up & Out Project.

Note 11: Professional Fees

This item has been under-funded. This budget request is to cover auditing and legal fees.

Note 12: Purchased Services

This item is under funded. This budget request is to cover purchased contracts such as cable television, security systems, and project consulting etc. We have requested an increase in the budget of $4,000, based on actual costs of the above contracts and expansion of services.

Note 13: Repairs & Maintenance, Building & Equipment

Much of our facilities have been renovated. However, the expansion of the facility means that ongoing regular maintenance and safety expenses are expected to increase. This includes expenses for property maintenance ie: lawn mowing and snow clearing as well as building and equipment upkeep.

Note 14: Replacement of Minor Equipment

This budget request is to cover the replacement of furnishings and equipment. We are requesting an additional $4,000 to cover the replacement costs, on an as-needed basis, of major appliances, hot water boiler, cribs, mattresses, tables, chairs, computer equipment.

Note 15: Resident Funding

This budget line is to cover the cost of medical supplies, client travel and education services. We are requesting an additional $11,000.

Note 16: Staff Training

This budget request is to cover the costs associated with staff training. We are seeking additional funding as our staffing model has increased. This additional funding is necessary to train staff in all areas related to the work they do with abused women and their children;
professional development plus mandatory training, such as first aid, suicide intervention, etc. We have to ensure that staff training is current with changing legislation and policies as the organization works to meet the growing needs of society.

Note 17: Staff Transportation

This budget request is to cover the costs associated with the administration of the shelter.

Note 18: Telephone

This budget request is to cover telephone and fax services for administration offices and Distress/Crisis Lines.

Note 19: Utilities

This budget request covers the cost of water taxes, heat and light. One must recognize the increased cost in electricity rates in our province each year.

Note 20: Total Expenditures

The 2016-2017 budget for IKH is $2,969,976.00. The Board of Directors and Management of Iris Kirby House remain committed in exercising prudent financial management.
Correspondence Re:
ATIPPA
Adams, Deanne

From: Anstey - Stockwood, Kim
Sent: Tuesday, May 12, 2015 2:08 PM
To: 
Cc: 
Subject: RE: ATTIPA Request for Documents Concerning Iris Kirby House

Thank you for your timely response. Upon further review of the responsive records, we are considering removing the redactions on the following individuals:

Both names are publically available.

Additionally, contained within the responsive records are 2010, 2011, and 2012 financials. Are you considered with the disclosure of these as well?

Thanks,
Kim

From: Anstey-Stockwood, Kim
Sent: Tuesday, May 12, 2015 12:32 PM
To: Anstey-Stockwood, Kim
Cc: 
Subject: ATTIPA Request for Documents Concerning Iris Kirby House

Ms. Anstey-Stockwood,

Please see attached correspondence from

This e-mail message (including attachments, if any) is confidential and may be privileged. Any unauthorized distribution or disclosure is prohibited. Disclosure to anyone other than the intended recipient does not constitute waiver of privilege. If you have received this e-mail in error, please notify us and delete it and any attachments from your computer system and records.

Ce courriel (y compris les pièces jointes) est confidentiel et peut être privilégié. La distribution...
May 11, 2015

VIA ELECTRONIC MAIL

Ms. Kim Anstey-Stockwood
ATIPP Coordinator
Department of Health and Community Services
Information Management
PO Box 8700
St. John's, NL A1B 4J6

Dear Ms. Anstey-Stockwood:

Re: ATTIPA Request for Documents Concerning Iris Kirby House

We have been referred to your letter of April 24 with redacted enclosures.

We in general accept the redactions to the emails as reasonable and do not object to same being released as redacted.

We do, however, have significant concern respecting the provision of the 2013 and 2014 financial statements as same were sent to Eastern Health and the Department with a specific caveat that same were provided in trust, prohibiting copying and distribution outside Eastern Health or the Department.

Even though the applicant has already received at least one of the audited statements previously we, nevertheless, are of the view she should not be provided them as to do so is a breach of the trust condition under which same were provided.

Although you have referenced solely Section 27 respecting exemptions we believe the legislation does not restrict our ability to rely on other sections of the Act in requesting that our client's private information is not released.

We have maintained that our client's financial statements could be used to identify a resident or an employee who has not provided consent.
We believe 27(1)(b) to be applicable to the financial statements and also rely upon Sections 20(1)(l), 22.1(a), 26 and 26.1 in our request that the statements of our client not be released.

Yours truly,

Stewart McKelvey
Ms Anstey-Stockwood

I truly appreciate your response. I am not so appreciative of the apparent attempt to punish my client by changing your position on the redactions which were accepted by us on behalf of the third party. This and the release of the additional Financial Statements appears to be in retaliation for our objection on the financial records being released.

We query why the ATTIPA Officers bother asking for agreement of third parties as they ignore the agreement when given and try to make the disclosure more odious. As far as the names you wish to reveal now on the basis of them being "publicly available" I would challenge that assertion for removal of the redaction and state that although within the Department [redacted] are known and to some extent are known by their roles in the Transition House community but as the emails do not disclose their roles or titles you would be releasing their names without their consent.  

We strongly disagree that the release of the names is required other than to embarrass. The reader (Applicant [redacted]) may be able to guess which officials are receiving or sending the emails but on the standard you appear to apply no name would ever be redacted as with some investigation virtually all names are publicly available!

On the issue of the financial statements:

Section 27 (1)(b) states:

The head of a public body shall refuse to disclose to an applicant information that would reveal

Commercial, financial, labour relations, scientific or technical information of a third party, that is supplied, implicitly or explicitly in confidence and is treated consistently as confidential information by the third party, (emphasis added)

Iris Kirby house has consistently maintained that its financial records are confidential as far back as the organizations inception and steadfastly so since the ATTIPA requests since 2012 have been made. There is no service agreement with Eastern Health and therefore no legal right for Eastern Health to demand them and the records in your possession that you intend to release all contain the notation:

THIS DOCUMENT IS TRANSMITTED TO EASTERN HEALTH / DEPARTMENT OF HEALTH & COMMUNITY SERVICES WITHOUT ANY RIGHT OF CONTROL OR PROPERTY INTEREST IN IT. IT IS TRANSMITTED IN TRUST AND MUST NOT BE COPIED OR DISTRIBUTED OUTSIDE THE NAMED RECIPIENTS WITHOUT CONSENT OF IRIS KIRBY HOUSE.

We take the view that these documents are "Financial" documents within the ordinary meaning of the Act and were supplied "explicitly in confidence" and "treated consistently as confidential". We have been
asked to reference the Act (section 27) and we have done so, and yet you have amended your original position and added additional audited financial statements to the materials you propose to release. We are at a complete loss as to why you are insisting the financial statements can be released particularly after the assurances of officials within the Department given at a meeting in late September 2014 when the ATTIPA legislation was discussed in context of the financial statements.

We trust you will take our concerns and legal arguments in serious consideration when making your final determination.

---

From: Anstey-Stockwood, Kim [mailto:KimAnstey@gov.nl.ca]
Sent: Tuesday, May 12, 2015 2:08 PM
To: 
Cc: 
Subject: RE: ATTIPA Request for Documents Concerning Iris Kirby House

Thank you for your timely response. Upon further review of the responsive records, we are considering removing the redactions on the following individuals:

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Additionally, contained within the responsive records are 2010, 2011, and 2012 financials. Are you considered with the disclosure of these as well?

Thanks,
Kim

From: [redacted]@stewartmckelvey.com
Sent: Tuesday, May 12, 2015 12:32 PM
To: Anstey-Stockwood, Kim
Cc: [redacted]@stewartmckelvey.com
Subject: ATTIPA Request for Documents Concerning Iris Kirby House

Ms. Anstey-Stockwood,

Please see attached correspondence from .

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