February 26, 2016

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/004/2016]

On January 7, 2016, the Department of Health and Community Services (the Department) received your request for access to the following records:

"Records relating to any assessment of Iris Kirby House’s operations, as discussed by the then-minister of health in the news story referenced below. Request includes any reports/reviews and/or correspondence, in any and all formats, including paper and electronic.

The Department has reviewed your request in the context of the Access to Information and Protection of Privacy Act (the Act) and Beverley 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 29(1)(a) – Policy Advice and Recommendations
- Section 35(1)(f) – Disclosure Harmful to the financial or economic interests of a public body
- Section 39(1) - Disclosure Harmful to the Business Interests of a Third Party
- Section 40(1) – Disclosure harmful to personal privacy

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

Dear [Name],

Re: 2015-16 Budget Submission Follow Up

We have reviewed the 2015-16 budget submission for Iris Kirby House and require additional information to further assess this budget request.

In reviewing your Audited Financial Statements for period ending March 31, 2014, there appears to be [redacted]. Can you please specify the intended use of this funding balance (and timing thereof) and whether it is currently available to your disposal?

Additionally, after reviewing the statistical information received for fiscal years 2011/12 through 2013/14, there appears to be a trend of declining statistics in a number of areas. Despite having a decrease in the actual number of women seeking services over the past three years by approximately 20%, a number of other critical assessment statistics have also decreased including distress calls, admissions and nurse consultations (2013 to 2014). Can you please comment on these declining statistics in relation to your current budget request of [redacted] (including an incremental staffing request of 8 positions) for the Up and Out Project?

If you would like to meet to discuss your request and financial position in greater detail, please call my assistant Dianne Smith 777-1041 and she will arrange a time for us to meet.

Yours sincerely,

Sharon Lehr
Chief Performance Officer

cc
Glen Furlong, Chairperson, Iris Kirby House
Kim Grant, Regional Director, Community and Children’s Services,
Mental Health and Addictions
Scott Bishop, Manager of Budgeting
Bev Clarke, VP, Clinical Services
Decision Note
Health and Community Services

Title: One-Time Funding for Iris Kirby House Expansion

Direction: As per discussion with Minister, confirm whether to provide Iris Kirby House with one-time funding to cover expenses incurred with the “Up and Out” project in the last quarter of 2014/15 and 2015/16; and a review of Iris Kirby House operations by the department and Eastern Health during 2015 to determine funding requirements for out years.

Background:
- Iris Kirby House, located at 196 Waterford Bridge Road, is the only transition house in the metro St. John's area for women and children fleeing from domestic violence. It is one of ten Transition Houses located across the province and one of three that provides services in the Eastern Health region; Grace Sparkes House is located in Marystown and O'Shaughnessy House, also operated by Iris Kirby House, is located in Carbonear.
- Transition house officials, including the executive director of Iris Kirby House, have reported that the situations and circumstances of women fleeing violence have increased in complexity over the last 15 years.
- Iris Kirby House in particular is seeing more women with mental health issues; more addictions and involvement in the sex trade, which is why two units are required to keep women with children separate from single women who are actively using drugs or drinking.
- As a result of these complexities, Iris Kirby House embarked on the “Up and Out” project, which includes an expansion of two of its units. One unit will accommodate women with children and the second unit will accommodate single women. The expansion also includes four self-contained units adjoined to the property and increases shelter beds from 22 to 32.
- The department funds RHAs who in turn fund operating budgets for the transition houses. Iris Kirby House receives $981,916 from Eastern Health in an annual operating grant.
- In addition to its approved operating budget of $981,916 through Eastern Health, Iris Kirby House also reported in meetings with department officials that the increase in operating funding would be needed regardless of any expansion, because its board believes they have been under resourced for current operations.
- In February 2014, Eastern Health and the department requested that Iris Kirby House provide a revised budget proposal as quickly as possible that would provide realistic dollar amounts to support operations during the last quarter of 2014/15 (the time frame for which the new units would be operational), and to provide a budget proposal focusing only on costs associated with the expansion of the new units and not other operational pressures.
After a second request by Minister Kent in October 2014, Iris Kirby House delivered financial statements to the department and Eastern Health in November 2014. Deferred revenue was identified in financial statements and Iris Kirby House was requested by the department to provide an update on the status of the deferred revenue.

On December 8, 2014, Iris Kirby House reported that the expansion would be operational for February and March and the revised amount needed for the last quarter is

Deferred revenue was identified in financial statements and Iris Kirby House was requested by the department to provide an update on the status of the deferred revenue.

On December 8, 2014, Iris Kirby House reported that the expansion would be operational for February and March and the revised amount needed for the last quarter is

In December 2014, Iris Kirby House informed department officials that while it would be ready to open the expanded beds in February 2015, pending budget approval, one of the eight staff had already been hired.

The need for an operational expansion and segregation is accepted by the department; however, the budget request requires further analysis before supporting a permanent budget increase. Specifically, a further review of utilization along with clarification on what additional resources are needed for the expansion and additional funding for current pressures.

One-time funding is available within the department’s 2014/15 budget to support the recommendation below

Based on Iris Kirby House’s proposal, the department recommends the following:

That a review of Iris Kirby House operations be undertaken in 2015 to identify funding requirements for out years.

Prepared/Approved by: Colleen Simms/Gillian Hussey/Élaine Chatigny
Deputy Minister Approval: [Signature]
Ministerial Approval: [Signature]
January 13, 2015
February 4, 2015

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

Dear [Name],

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
Iris Kirby House
Updated Spring 2015

- Iris Kirby House does important work on behalf of women and children fleeing from violence, and our government is grateful for the support and services they provide.

- In recent years, the work of Iris Kirby House has become increasingly complex for a number of reasons, and we recognize their dedication in trying to meet the needs of women and children.

- Officials in my department will be conducting a review of Iris Kirby House operations in order to consider funding for outgoing years.

- Eastern Health has tried unsuccessfully to negotiate a service level agreement with Iris Kirby House for a number of years. There are disagreements relating to ownership of financial information and who has the right to disclose that information.

- There are a number of Service Level Agreements between some RHAs and shelters within their regions.

Background:

- Transition house officials, including the executive director of Iris Kirby House, have reported that the situations and circumstances of women fleeing violence have increased in complexity over the last 15 years. Iris Kirby House in particular is seeing more women with mental health issues; more addictions and involvement in the sex trade; which is why two units are required to keep women with children separate from single women involved in the sex trade and/or actively using drugs or drinking.
• After a second request by Minister Kent, Iris Kirby House delivered financial statements to the department and Eastern Health in November 2014. Deferred revenue was identified in financial statements and Iris Kirby House was requested by the department to provide an update on the status of the deferred revenue, which they provided in December.
Dear Ms. Tobin:

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,

[Signature]

STEVE KENT, M.H.A.
Mount Pearl North
Minister
Colleen: This looks good.

Don

From: Simms, Colleen
Sent: Thursday, December 31, 2015 10:31 AM
To: Furlong, Don J.
Subject: Review materials

Hi Don

Was going to send the following to the exec director of Iris Kirby House. OK by you? Anything else you want me to put in there?

Thanks, Colleen

Good morning... I was away for October and November, returned in December. I expect we will be busy with budget activities in January and I note your budget request and 14/15 audited statements came in while I was away. Thank you. Also, many thanks to who forwarded the requested materials to my office. There were a couple of programs that she indicated would be starting, specifically, the EEP 11 and 111 programs. Can you confirm these have been offered?

When we met in August we agreed that your financial person would deal directly with our finance division regarding the bulleted list of financial review requirements. I've attached another copy for your information and I'm copying Don Furlong in our Finance division who is working with me on this file.

I will also need your latest utilization stats. I have stats from your mental health nurse. You provided admissions, distress calls, MH nurse consultations, Women seeking services, CYFS referrals and occupancy rate for 3 fiscals up to 2013/14. So I would need this for 2014/15. Also, anything you can provide from this fiscal that shows your volume increases (in particular admissions) since you opened your new beds. I may be back to you in January with more questions to ensure we have everything we need to get your budget through the cycle.

Best wishes for health and happiness in 2016! I look forward to our continued working relationship on behalf of women and children experiencing domestic violence.

Regards, Colleen
Hi Colleen: I did not receive anything from Iris Kirby to date. I will have a look at the 2014/15 financial statements.

Don

Hi Don

Hope you enjoyed your Christmas break.

I TRIMMED the 2014/15 financial statement from IKH to you this morning for your information. That was one item of many that you requested of them as part of the review we were doing to prepare for the 2016 budget. I was off in October and November and IKH didn't submit anything further to my office in that timeframe. As you know, when I met with them in August I gave them your list and asked that their financial person compile the info and submit to the dept. I said they could contact you if they had any questions. Did you hear from them? The review needs to be completed and report submitted by mid February. Let me know if you heard from them or received anything. I will then go back and request the information again.

Thanks, Colleen
Thanks Colleen. Hope the thesis is getting done :) Only two more weeks left...it went by so quickly.

Glenda

-----Original Message-----
From: Simms, Colleen  
Sent: Thursday, November 12, 2015 9:19 AM  
To: Webber, Glenda  
Subject: Re: Budget submission 2016/17 - IKH

Hi Glenda

I met with IKH in August with [redacted] from NLHC. Gave them a one pager of financial questions based on their last financial statement that Don Furlong in finance developed [redacted] and I asked them for position descriptions, org chart, info on programs etc. I gave [redacted] the list of questions and asked that her financial person answer the questions and submit back. I told her if he has any questions about the one pager we would get Don to answer and have financial people work directly on it. The plan was they would then do their budget as per usual and submit and we would review.

I received all the program info just before I left but not the financial info. Next step would be to check in with Don just to make sure he didn't hear from IKH directly (he can give you a copy of the questions) and contact [redacted] to get their responses to the financial information. She confirmed with me she would so should have been submitted.

Scott can forward their budget submission to us. EH was not involved in the meetings but I let Kim Grant know what we were doing.

I don't think budget process has started yet? This can wait if you like for me. If you need to do something with it, the info they submitted is in the shared under TRANSITION Houses-IKH-IKH Review (I think those are the file names!)

Let me know if you have any more questions.

Thanks, Colleen

Sent from my BlackBerry 10 smartphone on the Bell network.

Original Message
From: Webber, Glenda
Sent: Thursday, November 12, 2015 8:43 AM
To: Simms, Colleen
Subject: FW: Budget submission 2016/17 - IKH

Hi Colleen:
I am sorry to bother you. See below form Mike. I know you had this completed before you left.

Thanks
Glenda

-----Original Message-----
From: Tizard, Mike
Sent: Tuesday, November 10, 2015 2:37 PM
To: Webber, Glenda
Subject: FW: Budget submission 2016/17 - IKH

Hi Glenda,

Are you aware of any review that may have taken place at the Iris Kirby House by the Department this year?

Mike

-----Original Message-----
From: Scott Bishop [mailto:Scott.Bishop@easternhealth.ca]
Sent: Friday, November 06, 2015 5:17PM
To: Tizard, Mike
Cc: Pam Rumboldt
Subject: Fw: Budget submission 2016/17 - IKH

Hi Mike - see attached from ikh RE request for next year. This is the same request as last year RE their up and out project. Has there been any review done of this at the department level? I know this was discussed last year but not sure where it landed.

Just want to understand how I should handle this request again this year.

Thanks
Scott

Sent from my BlackBerry 10 smartphone on the Bell network.

Original Message
From: Kim Grant <kim.grant@easternhealth.ca>
Sent: Friday, November 6, 2015 4:54 PM
To: Scott Bishop
Cc: Collette Smith
Subject: Budget submission 2016/17 - IKH

Hi Scott,

I received this budget submission from Iris Kirby House and am forwarding along for your review. As per last year's request, they are seeking an increase of approximately [Redacted] to operate their expanded program. I understand that this the Department of Health has been reviewing so we will need to do some follow up there. They are indicating that they will forward their financial statements at a later date. If you recall, this was also an issue last year. My understanding is that the Transition Houses, including IKH, were going to be going back under Government, however, we have not received any update on that.
Need to capture crisis calls out of shelter work load advocacy.

Need MH nurse—critical position and no relief. When she's off, no one to do the service. No continuity when she leaves. Assessments/psy chosocial etc — works directly w/ physicians, psychiatry and referrals.

Intensive Care Mgmt.

Length of stay tied to needs of complexity + lack of supportive housing.

Safe place — continuum of service. 3rd tier — economic support for living wage, not minimum wage.

Youth Forum — dead 14-17 yo — how to do things better.

Womens' Empowerment Group.
August 13/ 2015

meeting with IKH

significant trouble getting budget approved. When budget cycle came around not enough info. to get final approval. acknowledged stress on organization not knowing about funding utilization for 3 years has decreased thus no rationale for increase. they know staff are not collecting data i e c s etc.

significant time spent with non-resident files.

not capturing in HTIS goods & services.
good at the qualitative cycle of violence not the same now as it was previously.

profile of the woman looks different significant mental health addiction

MH nurse critical, need to be able to backfill. Concern for burnout. Yes there are MH A but it is the level of trust.

why a nurse in non-paramedical work.
Program Descriptions.
- Liaison Committees.

Child Services Worker was a union position but changed it to a management position.

1. Org Chart
2. Staffing Models
3. Position Descriptions
4. Program Descriptions

Colleen to give financial request. Best that Finance speak directly to Finance.

NCCHI will guide.

Elder abuse example;
Length of stay - waiting for housing turnover slow.

Majority are now using rent supplements.
Seeing more single women.

Need assessment/qualitative tool.

Empowerment Group important not funded by health. Maybe in future if funding could not be secured.
not requesting additional but she may re-profile budget.

Continuous feedback. Women complete evaluations.

Tend to have 30 to 40 individuals on group waitlist. Often see individuals after exit.

Now a continuum of service. Shelter just a small part of the work.

3rd tier is economic supports. e.g., form partnerships with OM4. Clothing stores - give business clothing

Want to get our staff certified to do computer skills.

Planning a forum for youth to give feedback.
Hi Don

I'm just getting to this review of Iris Kirby House. I will be having a meeting with the E.D. on Thursday afternoon. Could you have a look at this and make any updates? It may all be in order but given this was back in April when we first discussed I want to make sure.

Thanks Don,

Colleen

Colleen: A revised draft.
Iris Kirby Financial Review Information Requirements

- **Year to Date Financial Statements** - obtain a copy of March 31, 2015 financial statements (unaudited) or latest year to date 2014-15 financial statements available.
- **Budget Details** - need a copy of 2014-15 budget details to complete budget to actual comparisons for major categories of expenditure (i.e. salaries, supplies, etc.)
- **2014-15 Projected Surplus/Deficit** - Need to have IKH advise if a balanced budget or a deficit is being forecast. 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 were 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.
Simms, Colleen

From: Simms, Colleen
Sent: Wednesday, July 29, 2015 1:42 PM
To: 'Kim Grant'
Cc: Beverley Clarke
Subject: RE: July 29, 2015 - Morning Headlines

Hi

No update—still to continue with whatever we have been doing until we hear otherwise. I have dates of August 13 and 18 to meet with [redacted] so hope these dates stay good. But that is just for the budget submission for their increase in core funding related to their expansion.

From: Kim Grant [mailto:kim.grant@easternhealth.ca]
Sent: Wednesday, July 29, 2015 12:21 PM
To: Simms, Colleen
Cc: Beverley Clarke
Subject: FW: July 29, 2015 - Morning Headlines

Hi Colleen,

I had been invited to this launch yesterday but unfortunately was not able to attend. Not sure if you had been able to make it. Just wondering if there is any update on IKH? We are still in holding pattern with them and in same cycle of no signed agreement and therefore no financials for 2014/15.

Kim

VOCM - Wednesday, July 29, 2015 | 9:50:16 AM

Iris Kirby House Expanding and Rebranding

The Iris Kirby House is rebranding, and expanding to meet the needs of the community. A butterfly, chosen as a new logo, is meant to represent the transformative process a woman makes when she leaves the shelter to begin a new life free of violence. For more than 30 years the women’s shelter has opened its doors to those escaping abusive relationships. Its sister home, O'Shaughnessy House in Carbonear, opened in 2010.

CEO Gail Tobin says the St. John's shelter just opened 10 new beds, all of which were filled immediately. Tobin says recidivism rates are down which shows programs are working. She says society is changing so Iris Kirby House needs to adjust to reflect that. She says there are more complex cases and far more use of the sex trade and drugs, and the shelter sees the flip side of all that. Tobin says the goal is to give women the resources to get them back into the community. A new empowerment series of programs offers employment services, education support, and an economic model prepares women for the workforce.

She says the goal at the end of the day is to educate the women, and the community as a whole, about domestic violence. Tobin says a new youth program to be launched in the fall will be open to any young person who has experienced abuse in his or her life.
Hi Tina

Minister is acknowledging enhanced programming in these notes. Just a reminder that he has only provided one time funding for that and the core funding has not been worked out or approved. I will be meeting with them in August to review their utilization and financial data.

Colleen

s.29(1)(a), s.35(1)(f)
Good afternoon everyone. Thank you for the opportunity to be here today.

Since first opening its doors, Iris Kirby House has offered crucial services and support to help transform the lives of women and children in our province who live in fear of violence.

Today's launch represents another step forward in the work of Iris Kirby House. Through the launch of a newly-designed website and logo, enhanced programming, the shelter is positioned will work to ensure it continues to meet the complex needs of the many women and children utilizing its services.

Violence against women takes many forms.
• Beyond physical violence, women also experience sexual, emotional, psychological, spiritual and cultural violence, as well as verbal and financial abuse and neglect.

• All forms of violence are equally damaging and have devastating consequences. Victims of violence often experience emotional, psychological, sexual and psychiatric health impacts, including depression, insomnia, and substance abuse problems.

• The Violence Prevention Initiative represents our government's ongoing commitment to preventing and reducing all forms of violence against those most at risk, including women and children.

• Initiatives, such as the Respect Women and Purple Ribbon campaigns, aim to increase awareness and positively change attitudes and behaviours towards male violence against women.
• The solution to eradicating violence against those most at risk in our society is through a collaborative effort between government and the community.

• Through the Violence Prevention Initiative, we work in collaboration with community partners, departments and agencies to ensure women – and indeed, all residents of the province - live, work and learn in environments where expressions of violence and discrimination are not tolerated.

• Our partnerships with the Transition Houses, Regional Coordinating Committees against Violence, Women's Centres, as well as other community and volunteer organizations, are vital to our efforts to promote violence prevention in Newfoundland and Labrador.

• The work you are doing every day here at Iris Kirby House is so important.
• Because of what you do, women and their children who experience violence have:
  o A place to go when they make the decision to escape their abuser;
  o Support services to help them stay safe and rebuild their lives;
  o The knowledge they need to stand up for their right to live violence-free; and
  o Most of all, they have hope for the future, and the means to be free of violence.

• By working together, we can continue to improve violence prevention and intervention services and programs, and educate all residents of our province about violence prevention.

• I look forward to continuing to cooperate with you as we strive towards the common goal of ensuring that everyone in Newfoundland and Labrador can live, learn and work without fear of violence.
• Thank you for the dedication and commitment you have shown in making such a significant difference in the lives of so many women and children in our province.

• Thank you.
Hi Colleen,

See below for the IKH funding from EH.

Mike

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Hi Mike,

Please see below amounts for IKH for 15-16. These amounts include only base budgets from last year with negotiated salary increases annualized for 15-16.

Thanks
Scott

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Begin forwarded message:

From: Pam Rumboldt <Pam.Rumboldt@easternhealth.ca>
Date: May 18, 2015 at 3:11:14 PM NDT
To: Scott Bishop <Scott.Bishop@easternhealth.ca>
Subject: RE: Iris Kirby House

Hi Scott:
Iris Kirby’s 2015-16 grant is $1,004,216
O’Shaunnessey House (Under Iris Kirby as well) is $1,029,094.
Pam

---

From: Scott Bishop
Sent: May-18-15 3:07 PM
To: Pam Rumboldt
Subject: Fwd: Iris Kirby House

Hi pam - can you pls confirm the amount of the IKH grant for 15-16?

Thanks
Scott

---

Sent from my iPhone
Hi Scott,

Just tried calling you. When you get a chance can you let me know the total amount EH will provide to the Iris Kirby House in 2015-16 and what its for?

Thanks,

Mike

Mike Tizzard, CPA, CGA
Departmental Controller
Corporate Services
Department of Health and Community Services
P.O. Box 8700
St. John's, NL
A1B 4J6

709-729-5287 (t)
709-729-3151 (f)
miketizzard@gov.nl.ca
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 frontline work, for example, not taking a shelter worker and hiring an admin assistant, 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!
Colleen: I will have a look at the Note again and get back to you with some further detail.

Don

Hi Don

I'm attaching the signed note from Minister authorizing the review of IKH. I've had a brief phone conversation with the E.D., and the Minister has written her letting her know about the one time funding of $528K and the review.

So, I've asked from NLHC and Nicole Gill at NLCHI to be part and you/I already discussed your involvement. I'm at the beginning of this work so just highlighting it for you now. I expect I will make a couple of site visits but that won't be required of you. At some point you will send her the letter that is attached in the decision note seeking the management letter they received from their auditors and I will connect with you on a good time to send that. I will have a discussion with her first. Can you identify for me what else you will require to complete the financial part of the audit?

Thanks,

Colleen
Elaine

Please see below.

What she is saying does make sense because she can only hire casuals for the rotation. The Minister’s letter identified the positions she would need to hire with the funding. We cut them back to the rotational positions. If she hires casual she will maintain that coverage with two.

To provide context, RHAs will seek approval from us to use funding dedicated for something specific a little differently. Would need Minister’s approval I suspect.

Colleen

From: Colleen Simms
Sent: Thursday, March 26, 2015 10:55 AM
To: Chatigny, Elaine
Subject: FW: funding letter

Elaine

Please see below.

What she is saying does make sense because she can only hire casuals for the rotation. The Minister’s letter identified the positions she would need to hire with the funding. We cut them back to the rotational positions. If she hires casual she will maintain that coverage with two.

To provide context, RHAs will seek approval from us to use funding dedicated for something specific a little differently. Would need Minister’s approval I suspect.

Colleen

From: Colleen Simms
Sent: Thursday, March 26, 2015 9:26 AM
To: Simms, Colleen
Subject: Re: funding letter

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,

On Thu, 26 Mar 2015 11:08:48 +0000, "Simms, Colleen" <ColleenSimms@gov.nl.ca> wrote:

Hi

I’ve forwarded your request to the Minister’s secretary. Will let you know if there is any problem. But I don’t believe there will be.

Regards, Colleen
Good Morning Colleen,

I haven't received the Minister's letter to date. I have a finance ctee meeting today at noon and was wondering if 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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Hi Colleen,

Just a note to let you know that I received your message. Don’t see any issue with supporting you in this effort. Feel free to touch base with me, as you've indicated, once things are further along and you are better positioned to initiate work around the review of the utilization stats.

Nicole

Nicole Gill
Director of Research and Information Services (Acting)
Newfoundland and Labrador Centre for Health Information
70 O’Leary Avenue, St. John's, NL A1B 2C7
Tel: (709) 752-6027 Fax: (709) 752-6035
Email: nicole.gill@nlchi.nl.ca
Web: www.nlchi.nl.ca

PLEASE NOTE: All requests for information or data should be sent to InfoRequests@nlchi.nl.ca
From: Simms, Colleen
Sent: Thursday, March 12, 2015 5:58 PM
To: Heather Harding
Cc: simms.colleen@nlhc.nl.ca>
Subject: Re: Question

Hi ~

Doe~

report to you? I ask because our Minister has directed us to coordinate an operational review of Iris Kirby House. I will be the lead, will have someone from finance and from the NL Centre for Health Information, but I was really looking for someone who had expertise in the supportive housing/transition house to be part of the team and I immediately thought of -. I don't expect the time commitment to be too onerous and can explain in more detail with a phone call. If not you, could you redirect me?

Thanks, Colleen

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Any client data contained herein is intended for the sole purpose of carrying out required service work for Newfoundland Labrador Housing. This information is not to be collected, used or
disclosed with any other parties beyond what is necessary to provide the client with the service required.
Decision Note
Department of Health & Community Services

Title: Review of Iris Kirby House Finances and Operations

Decision: To approve the approach for a review of Iris Kirby House Operations

Background and Current Status:

- In August 2014, Minister Jackman, then Minister of Health and Community Services, approved a review of Iris Kirby House (IKH) operations, assuming audited financial statements are forthcoming and in order. This review would inform budget requests for IKH for outgoing years.
- Due to the delay in receiving the audited financial statements and the impending deadlines for submissions for Budget 2015/16, Treasury Board will be requested to (1) provide Iris Kirby House with one time funding of $528,300 to cover expenses in 4th quarter 2014/15 and 15/16 incurred with the “Up and Out” project and (2) EH and the Department review IKH operations during 2015 to determine funding requirements for out years.
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In common with many not-for-profit organizations, Iris Kirby derives revenue from fundraising and donations, the completeness of which is not susceptible to satisfactory audit verification. Accordingly, verification of these revenues was limited to the amounts recorded in the records of Iris Kirby. Therefore, the external auditors were not able to determine whether any adjustments might be necessary to revenue, excess of revenues over expenses for the year and net assets.

Financial Statement Analysis

s.35(1)(f)
Action Being Taken

Follow up is required with Iris Kirby House to get further information and explanations related to their financial operations.

- Management Letter - In support of the Auditors Report a management letter is usually issued to management noting any concerns or issues related to the audit. The Department should request a copy of the management letter that was issued for the 2013-14 audited financial statements. (Letter attached Annex B)

- Year to Date Financial Information/Projections - based on the change in operating results reported from 12-13 to 13-14 and the deficit reported last fiscal year, the Department needs to determine Iris Kirby House’s current year to date financial position. Obtain latest 2014-15 internal financial statements and budget comparisons. Also need to
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- **Unrestricted Net Assets** - Appears to be related to capital asset purchases, need further explanation of the change year over year and the amount reported in 2014.

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- Iris Kirby House (IKH) has completed a capital project, the "Up and Out Project" which includes an expansion of two units to the Iris Kirby House. One unit will accommodate women with children and the second unit will accommodate single women. The expansion also includes four self-contained units adjoined to the property and increases shelter beds from 22 to 32.
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• The need for segregation is accepted by the Department; however, the budget request requires further analysis. Specifically, a further review of utilization along with clarifying information between what additional resources are needed for the expansion vs additional funding for current pressures are required.
• An operational review should therefore include:
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  o An audit of the IKH based on the Transition House Operating Standards
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  o a supportive housing expert from the Newfoundland and Labrador Housing Corporation
• Results will be reviewed by Department officials in mental health and addictions and finance.

Recommendations:

1. Request from IKH a copy of the management letter that accompanied financial statements from auditors.
2. Approve the approach to review Iris Kirby House operations as outlined.

Prepared by: Don Furlong, Finance/Colleen Simms, Mental Health & Addictions
Approved by:
February 4, 2015
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<td>Interest on long term debt</td>
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<td>25,480</td>
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<td>Programs</td>
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<td>Repairs and maintenance</td>
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<td>50,985</td>
<td>45,191</td>
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<td>1,963,375</td>
<td>1,885,512</td>
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<td>Settlement on severance</td>
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<td>-</td>
<td>-</td>
<td>40,000</td>
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<td><strong>Excess (deficiency) of revenue over</strong></td>
<td>(23,901)</td>
<td>83,698</td>
<td>18,187</td>
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</tr>
</tbody>
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Here is first draft. Elaine, I had a brainwave after our meeting. A critical role for this team is supportive housing expert from NLHC. I am aware of one in particular who is already familiar with IKH and the other THs around the province; if not her, there are others who might be able to either fulfill this role or at least act as consultant to the team.

When you are ok with it I will trim.

Colleen
Elaine/Colleen: See draft Note on financial piece, we can discuss this morning.

Don
I would like to share with you some of the discussions and actions HCS will be taking in regards to IKH oversight. I will have a draft information note for the Minister later this morning and I’ll ask Colleen to share it with you Kim and your Finance colleague (Don Furlong from HCS Finance is included in this email). We can regroup after you’ve seen the note if required.

Thanks
Elaine
A few more tweaks.

Elaine, trimmed to you now.

Colleen
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<td>8,973</td>
<td>14,167</td>
<td>5,605</td>
</tr>
<tr>
<td>Purchased services</td>
<td>37,010</td>
<td>29,852</td>
<td>25,480</td>
<td>25,768</td>
</tr>
<tr>
<td>Programs</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>10,000</td>
</tr>
<tr>
<td>Repairs and maintenance</td>
<td>16,842</td>
<td>37,570</td>
<td>23,982</td>
<td>107,357</td>
</tr>
<tr>
<td>Resident funding</td>
<td>22,220</td>
<td>17,140</td>
<td>13,872</td>
<td>12,414</td>
</tr>
<tr>
<td>Salaries and benefits</td>
<td>1,603,193</td>
<td>1,535,252</td>
<td>1,459,936</td>
<td>1,306,456</td>
</tr>
<tr>
<td>Staff training</td>
<td>20,599</td>
<td>25,115</td>
<td>19,648</td>
<td>32,466</td>
</tr>
<tr>
<td>Staff transportation</td>
<td>4,715</td>
<td>7,645</td>
<td>9,170</td>
<td>12,666</td>
</tr>
<tr>
<td>Telephone</td>
<td>23,975</td>
<td>25,220</td>
<td>24,068</td>
<td>23,643</td>
</tr>
<tr>
<td>Utilities</td>
<td>59,748</td>
<td>55,877</td>
<td>50,985</td>
<td>45,191</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>2,127,703</td>
<td>2,064,221</td>
<td>1,963,375</td>
<td>1,885,512</td>
</tr>
<tr>
<td><strong>Excess (deficiency) of revenue over</strong></td>
<td>(23,901)</td>
<td>83,698</td>
<td>18,187</td>
<td>(28,843)</td>
</tr>
</tbody>
</table>
Hi Mike - see attached from ikh RE request for next year. This is the same request as last year RE their up and out project. Has there been any review done of this at the department level? I know this was discussed last year but not sure where it landed.

Just want to understand how I should handle this request again this year.

Thanks
Scott

Sent from my BlackBerry 10 smartphone on the Bell network.

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Hi Scott,

I received this budget submission from Iris Kirby House and am forwarding along for your review. As per last year’s request, they are seeking an increase of approximately $1m to operate their expanded program. I understand that this the Department of Health has been reviewing so we will need to do some follow up there. They are indicating that they will forward their financial statements at a later date. If you recall, this was also an issue last year. My understanding is that the Transition Houses, including IKH, were going to be going back under Government, however, we have not received any update on that.

Kim

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