

Appendix

Talbot House Organizational Review

Suggestions

Board of Directors

- 1) Members of the Board of Directors must attend Board Development Training covering the following topics:
 - Roles and Responsibilities of Board members
 - Performance Management of Executive Director
 - Financial Stewardship
 - Policy Development
 - Recruitment of Board members
- 2) The Board of Directors must develop the following:
 - Financial planning and budget management;
 - Organizational structure and policy, including clear job descriptions, lines of authority, regular performance management, and arrangements for professional development for the Executive Director and staff;
 - Continuous program evaluation and improvement;
 - Records of compliance with society By-laws including minutes of regular Board meetings and annual general meetings;
 - Conflict of interest policy for Board Members.
- 3) The Board of Directors must monitor the activities identified in 2), and include this monitoring as a standing agenda item at each Board meeting.
- 4) Board must develop a plan to improve the relationship of Talbot House with stakeholders who work in addiction/recovery-related services.
- 5) The Board of Directors must develop a job description for the Executive Director of Talbot House, setting out responsibilities and duties and performance management.
- 6) The Board of Directors must develop policies and guidelines governing the appropriate relationship between staff, residents, and volunteers and residents.

Executive Director

- 1) The Executive Director must create a staff file system that includes job descriptions, performance management reports, requests for training, completion of professional development opportunities, Criminal Record checks, Child Abuse Registry checks, etc.

- 2) The Executive Director must develop an orientation procedure for all new employees.
- 3) The Executive Director must hold regular staff meetings including individual supervision time with staff.
- 4) The Executive Director must assess the training needs of staff to insure they have the competencies required to perform their assigned duties.
- 5) The Executive Director must develop formal job descriptions for all staff positions and complete performance appraisals on an annual basis.
- 6) The Executive Director must supervise all staff on a regular basis.

Program

- 1) The Executive Director must develop criteria for admission, which includes age, type of addiction, problems associated with the physical, social and psychological aspects of the addiction and degree of motivation.
- 2) The Executive Director must create files for each resident.
- 3) The Executive Director must establish policies and procedures for the management of resident files including security, confidentiality and client access.
- 4) The Executive Director must develop a resident manual including the following:
 - Residents rights and responsibilities;
 - The approach used by TH;
 - Nature of proposed services;
 - Conditions of stay;
 - Cost and terms of payment (if appropriate);
 - Rules governing the stay;
 - TH's commitment to abide by its code of ethics and to provide quality services;
 - A complaint review process;
 - Resident file management policy;
 - Clear and comprehensive consent form including disclosure of resident information
- 5) The Executive Director must document a detailed recovery plan for each resident, including the objectives and timelines. There should also be an aftercare plan identified for each resident, which may include community supports, contacts for employment or educational assistance, and affordable housing options.
- 6) The Executive Director must develop a policy and procedure program manual consistent with TH's mission and rehabilitation statement. This manual must be available and accessible to residents.

- 7) The Executive Director must develop and document a process of continuous program evaluation and improvement.

Financial

- 1) The Board of Directors should ensure that a Reviewed Engagement format is used when the financial statements are developed to comply with TH's Bylaws.
- 2) The Board of Directors in conjunction with the Executive Director should prepare and approve an annual budget for TH.
- 3) The President of the Board of Directors should sign the financial statements to indicate to readers that these statements have been reviewed and accepted by the Board of Directors.
- 4) The Board of Directors should review financial for TH on a monthly basis.
- 5) The Executive Director should report and explain any variations from the approved, annual budget to the Board.
- 6) The Board of Directors and the Executive Director should refrain from using current, operationally required assets, like cash to purchase long term assets like buildings. Long-term or capital assets should be purchased with saving that are not required for day-to-day operations or financed.
- 7) The Board of Directors should review individual expense lines on TH's 2011 financial statements to determine expense legitimacy as some appear to be high or have experienced significant fluctuations. They include: Travel & Vehicle, Office Supplies & Expenses, Occupancy Costs, Utilities and purchased supplies.
- 8) The Board of Directors should review program spending for 2009 and 2010 as spending in this area appears low. They may also want to discover what expense line contained program expenses prior to 2010.
- 9) The Board of Directors must provide DCS with internal financial statements from April 1, 2011 to March 31, 2012 to determine whether TH currently has unused assets that could be returned to DCS to offset the costs of placing past tenants with other service providers.