

The Prince George Child Development Centre



Strategic Plan 2014 - 2017

Last Updated December 24, 2014



This document is maintained through input from many sources, including but not limited to the following:

- External stakeholder consultations;
- The Board and staff input, including our annual Staff Satisfaction Surveys, Section Head meetings, program and departmental meetings, and informal discussions;
- Input from other executive directors of other child development agencies and feedback gained through the British Columbia Association of Child Development and Intervention.

The contents of this plan are related to the Centre's other planning and goal oriented documents, including the Risk Management Plan, budgets, and Outcome Measures.

Mission Statement:

To assist children of all abilities from Prince George and surrounding communities to develop to their highest potential through family-centred, child focused rehabilitation, early childhood education and support services.

Vision:

Developing potential, exploring possibilities!

Guiding Principles:

Collaborative

We use a collaborative, multidisciplinary approach to improve service outcomes to the region's children. This philosophy extends internally as well as externally with service providers and medical practitioners that utilize a complementary service delivery approach.

Accountable

Our core purpose is to improve the lives of the children we serve. Given available resources, our staff members are each responsible for providing the best services possible in their area of responsibility.

Respectful

The Centre's staff members operate within a culture of respect for each other, the children and families we serve, and other regional stakeholders. Family input and participation is respected as an integral component of each child's development.

Balanced Approach

Our services are designed to provide a child with the balanced development of their social, emotional, physical, cognitive, and communication skills.

Sustainable

We commit to running sustainable programming, ensuring the highest level of services over the long term.

Strategic Directions:

The Centre is committed to the following Strategic Directions over the term of this plan. In conjunction with our Guiding Principles, these Directions impact all areas of our operations including the planning, provision, and evaluation of our services.

1. Improved Service Outcomes

The CDC is committed to being a leader in the provision of family-centred, client-focused, collaborative practices for the services we provide. Our core purpose is to improve the lives of the children we serve; we strive to provide the best services possible given available resources.

2. Improved Work Environment

Providing the highest quality of service is dependent on having engaged, high quality staff. In recognition of the challenges that staff face in their employment, the CDC will work to help ensure that the Centre provides a positive work environment.

3. Improved Administrative Support Services

Providing the highest quality of service is dependent on our ability to provide effective and efficient administrative support services. We commit to improving this area of our operations.

4. Commitment to Sustainable Services

The Child Development Centre will operate in a fiscally conservative manner, utilizing balanced spending to help ensure the long term sustainability of our services.

Strategic Direction 1

Improved Service Outcomes

The CDC is committed to being a leader in the provision of family-centred, client-focused, collaborative practices for the services we provide. Our core purpose is to improve the lives of the children we serve; we strive to provide the best services possible given available resources.

Objectives:

1. The CDC is committed to facilitating continual quality improvement, including the following:
 - Staying current on models of service delivery.
 - Considering ways that offer the potential for practical, cost effective improvements to our service delivery practices.
 - Developing ways to improve our ability to measure the efficacy of our services.
 - Supporting and encouraging the sharing of interdepartmental knowledge.
 - Working collaboratively with external agencies and medical practitioners that share similar philosophies of care.
2. The CDC is committed to undertaking the following external activities:
 - advocating for needs of the region's children, especially those with special needs and/or developmental delays.
 - Advocating for improvements in provincially-funded services for children with special needs and/or developmental delays, including the provision of adequate funding levels.
 - Supporting and recognizing research related to our mission.
 - Supporting initiatives to help increase community capacity regarding child development, including but not limited to training opportunities.

Specifics – Centre Wide

1. The CDC will try to re-initiate a Parents' Liaison Committee by January 31, 2015 to provide an additional source of input from parents and to potentially form a part of our Client Complaint Resolution Process.
2. The CDC will switch over from its current Network Attached Storage (NAS) device to a more up-to-date and capable NAS by February 2015. This will provide data encryption and faster throughput, allow more expansive remote access to files, allow hot swapping of drives, and provide an improved web-based interface.

Specifics – Therapy & Family Services

1. Therapy Department will develop/compile resources for children and families served by the Child Development Centre of Prince George and District by March 2019.

Milestones	Start Date	Date Reviewed	Progress
Develop/update electronic handouts for home programs by March 2019. Will be reviewed annually	Nov 2014		
Compile up-to-date family friendly information on specific diagnoses for parents (e.g. Internet resources, book loan library) by March 2019. Will be reviewed annually.	Nov 2014		
Update and maintain equipment loan library as available funds allow by March 2019. Will be reviewed annually.	Nov 2014		
Update and maintain electronic database for equipment loan library by March 2019. Will be reviewed semi-annually (photos, overdue equipment, sign in/out).	Nov 2014		

2. Therapy staff will continue from last year with the implementation of their Section's prioritization and caseload management tool.

Milestones	Start Date	Date Reviewed	Progress
All Therapists will discuss and develop manageable caseloads with their supervisor. Senior therapists will modify and improve their section's caseload management tool as necessary. This will be reviewed annually.	Nov 2014		

3. The Therapy Department will enhance education opportunities within available resources until March 2019.

Milestones	Start Date	Date Reviewed	Progress
The therapy department will continue to host educational workshops at minimum every two years. This will be reviewed annually, with ongoing planning.	Nov 2014		
The therapy department will re-establish semi-annual intra-program/section in-services to promote evidence-informed practices by March 2016 or sooner.	March 2015		

4. The CDC will make greater use of technology to enhance safety, efficiency of work, and person internet access for the CDC's employees while on outreach.

Milestones	Start Date	Date Reviewed	Progress
The CDC will purchase an updated SPOT GPS device that will allow short texts to be sent from a compatible cell phone when out of cell phone signal range.	Nov 2014		Complete
The CDC will purchase a new cell phone to allow staff working on outreach to access the internet (via a "personal hot spot" while working out of town). This will allow staff to undertake charting, receive up-to-date weather/travel information, and to access the internet for non-data intensive use on their off time. Outreach trips are generally undertaken by two staff. There are inevitably times when one staff member is waiting for another's appointments to end. Providing the ability to chart during these times will improve productivity.	Nov 2014		Complete

Specifics – Supported Child Development (SCD)

1. SCD staff and community child care programs will gain knowledge and skills in working with children with Autism Spectrum Disorder by September 2015

Milestones	Start Date	Date Reviewed	Progress
SCD staff will take autism specific training, either on-line or workshop	Sept 2014		Nov 19, 2014 – 8 SCD staff taking on-line course
Autism workshop(s) to be provided at Every Child Belongs Conference	March 2015		

2. SCD staff and community child care programs will be trained in ASQ-3 and ASQ-SE by September 2015.

Milestones	Start Date	Date Reviewed	Progress
ASQ-3 and ASQ-SE provided to SCD staff	Sept 2014		24 SCD/ECE staff trained on Nov 7/14 at CDC Pro-D Day
Training provided to community partners	Sept 2014		At CINHS to nurses: ASQ-3 Sept 4/13, ASQ-SE Nov 20/14
ASQ-3 and ASQ-SE to be provided at the “Every Child Belongs” Conference	March 2015		
Training to be provided to CNC-ECE students	Feb 2015		

**Strategic Direction 2
Improved Working Environment**

Providing the highest quality of service is dependent on having engaged, high quality staff. In recognition of the challenges that staff face in their employment, the CDC will work to help ensure that the Centre provides a positive work environment.

Objectives:

1. The Centre will develop and implement strategies to make further, progressive improvements in the following areas:
 - Improved safety of the Centre for staff, families, and children, including work initiated by the Occupational Health and Safety Committee;
 - Improved interdepartmental cohesion, enhancing the Centre’s team-based approach;
 - Management and the Social Committee will consider additional social events/gatherings for staff, including functions that can be attended at no cost.
 - The CDC will work to ensure the Centre’s staff members have an improved understanding of current safety related policies.

Specifics

1. The Staff Social Committee will facilitate additional lunch potlucks to bring staff together at times throughout the winter months. The CDC will provide some resources to help out with these events.
2. The CDC will have the flat portion of its roof replaced by October 2015.

Milestones	Start Date	Date Reviewed	Progress
Get quotes for job.	Sept 2014		75%
Award contract/have work undertaken.	Summer 2015		

Strategic Direction 3

Improved Administrative Services

Providing the highest quality of service is dependent on our ability to provide effective and efficient administrative support services. The CDC is committed to undertaking continual quality improvement within administrative activities.

Objectives:

1. Administrative staff will continue to utilize a cooperative, team-based approach among themselves, other CDC staff, external agencies, and other CDC stakeholders.
2. Administration will maintain a comprehensive and up-to-date administrative procedure manual of administrative services.
3. The administrative staff will continue to cross-train, where practical, to help ensure that at least two members of the administrative team have the necessary knowledge to undertake critical, reoccurring administrative tasks.
4. Administrative Staff will identify developmental opportunities that will assist them in fulfilling their responsibilities.
5. CDC Section Heads will ensure that the administrative support team members are provided with all necessary information for them to effectively and efficiently undertake their roles.
6. Where possible and practical, the CDC's financial practices will continue to be improved upon, including the Centre's budgeting processes, monitoring cash flows, capital asset planning, the investment of surplus cash, and to facilitate the monitoring role of the Board of Directors.

Specifics

1. Administration will complete its transition to paperless charting, including completing the scanning of all remaining paperless charts.

Milestones	Start Date	Date Reviewed	Progress
Scanning and uploading open charts	September 2013	September 2014	100%
Scanning and uploading of supplemental charts. This work will be completed by December 2015	December 2014		

2. The Section Heads that directly oversee program area delivery will develop an administrative procedures guide to assist employees within their section. This will include which forms and reports are required from their staff. Upon completion, the materials will form part of new employee's orientation and will provide a resource to current employees.

Milestones	Start Date	Date Reviewed	Progress
Overall Administrative guide completed	July 3 2014	Dec 2014	75%
SLP guide completed	Nov 2014		
PT guide completed	Nov 2014		
OT guide completed	Nov 2014		
Family Resources guide completed.	Nov 2014		
SCD guide completed	Nov 2014		
ECE guide completed	Nov 2014		
Upon completion of all of the above sections, the information will be provided to all current staff, and it will form part of the orientation process for new staff, as appropriate for the section they are working within.	February 2015		

Strategic Direction 4
Commitment to Sustainable Services

The Child Development Centre will operate in a fiscally conservative manner, utilizing balanced spending to help ensure the long term sustainability of our services.

Objectives:

1. The Centre will continue to undertake the following:
 - Senior management will continue to work with the Board of Directors to consider service options to improve sustainability.
 - The CDC will continue to explore funding options to deliver additional services in a financially sustainable manner in strategically important areas to help utilize excess capacity within our facilities, spread administrative costs over more program areas, increase revenues, and diversify funding streams;
 - Senior management will continue to advocate for additional resources from the Province;
 - CDC staff will continue to work to improve the public's understanding of the critical importance of the CDC's services;
 - Ensure positive relations with its major funding agency/agencies; and
 - Ensure all programs continue to be self-supporting, or demonstrate the ability to be self-supporting over the long-term¹.
 - The Section Heads will continue to provide increased input into resource allocations within their programs, such as their program supply and equipment budgets.

Specifics

1. The CDC will consider having an external agency undertake some branding work, to improve the look and "feel" of our promotional materials.

Milestones	Start Date	Date Reviewed	Progress
The Executive Director will engage with Splash Media to see if we can come to an agreement on having them undertake this work for the centre.	September 2014		

¹ Some flexibility may be shown for programs that fill a critical gap in community services, depending on the organization's ability to absorb the costs and strategic priorities.