

The Prince George Child Development Centre



Strategic Plan 2017 – 2020

Last Updated January 5, 2018



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 Services

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 Services

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.
3. The CDC is committed to reducing barriers to access to our services, especially but not limited to children of Aboriginal descent.

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	April 2017 December 2017	All therapy handouts are now in electronic form. FSW to upload handouts to shared drive by Dec 2017. Goal completed by PT, OT, SLP, and CFSW.
Continue to Compile up-to-date family friendly information on specific diagnoses for parents (e.g. Internet resources). Will be reviewed annually.	Nov 2014	April 2017 December 2017	Resources are collated in document on shared drive for access by all therapists and FSW. PT and FSW have compiled resources on shared drive. Other departments utilize Google searches or literature reviews. Goal complete.
Update and maintain equipment loan library as available funds allow by March 2019. Will be reviewed annually.	Nov 2014	April 2017 December 2017	Annual clean up Goal is complete as this is done as grant money allows. Goal no longer needed.
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	April 2017 December 2017	70% complete. Overdue equipment recalled every 6 months Continues to be 70% complete. Ongoing goal
Annual review of electronic handouts to ensure content and format complies with best practice	May 2017	December 2017	50% complete
To develop an operational therapy procedure document for regularly scheduled events (e.g. purchase, loan and maintenance of equipment, staff in-services and planning of bi annual course) by March 2021	May 2017	December 2017	Not yet started.

Update wording and photos on brochures, website, roll-up displays, and other service information handouts.	May 2017	December 2017	90% complete
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2. Therapy staff will develop and implement prioritization and caseload management tools.

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	April 2017 December 2017	Regular discussion held at departmental meetings. As above.

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

Milestones	Start Date	Date Reviewed	Progress
The Therapy Program will continue to host educational workshops at minimum every two years. This will be reviewed annually, with ongoing planning.	Nov 2014	April 2017 December 2017	Investigate feasibility of Mary Massery course in 2018. Mary Massery course not feasible. Now looking into NDT course.
The Therapy Program will re-establish semi-annual intra-program/section in-services to promote evidence-informed practices by March 2016 or sooner.	March 2015	December 2017	Complete April 2017 In-services held semi-annually. Procedure to be included in operational document. In-service held June 2017. Feb. 2018 next in-service scheduled.

4. Staff will build upon their cultural competencies

All staff within the SCD and Therapy programs will take training to improve their understandings of the historical issues that have impacted many families of Aboriginal descent. At a minimum, all new regular staff will taking such training within 1.5 years of being hired into their regular role with the CDC.	May 2017		100% Ongoing.
The SCD Program will integrate a cultural competency goal within their annual performance reviews.	May 2017	December 2017	100%

5. The CDC will make greater use of technology to enhance CDC services.

A shared calendar will be created to show when therapists have appointments. This will assist when there are cancelations, when therapists are unexpectedly absent, and when caregivers come to the CDC not knowing who they have an appointment with. We will examine the feasibility to add the calendar to secured smart phones of the staff.	May 2017	September 2017	100% The calendar has been implemented. We will be revisit the calendar if there are challenges with the NAS implementation.
We will examine the feasibility of using the NAS as a VPN (Virtual Private Network) host. If feasible we will implement this for use with CDC computers.	Nov 2014	December 2017	100% The VPN has been set up on the NAS as well as laptops for the SCD consulting and outreach therapists

Specifics – Supported Child Development (SCD)

6. SCD will provide a workshop or conference to the community in Spring 2018.

Milestones	Start Date	Date Reviewed	Progress
Manager/consultants will review feedback from previous Every Child Belongs Conference; SCD Program Evaluations from parents & programs; CDC Staff Satisfaction Survey to determine what educational needs the community identifies.		Jan 2018	Candis co-organized Lighting the Way Conference May 2017. All SCD staff attended the conference May 11-13, 2017. Enquired with presenters at Neufeld Institute Conference in Calgary in Nov 2017 re: presenting in PG Fall 2018 or Spring 2019
SCD will offer to partner with other agencies with whom we have collaborated with in the past to provide training/education		Jan 2018	Christy emailed Child Care Resource and referral Jan 5, 2018 re: future workshops/ conference

7. SCD will improve communication and information with clients regarding waitlist

Milestones	Start Date	Date Reviewed	Progress
SCD will continue to participate actively in community events such as Early Years Health Fair (Children First); It Takes a Village community fair (School District 57)		Jan 2018	Participated at It Takes a Village April 2017. Will participate April 2018. Christy is on the planning committee for Early Years Wellness Fair and will participate hosting a 'new' station on Inclusion June 2018.
Continue to advocate for children with special needs at the local and provincial level. The Province of BC's projects an increase of child care spaces		Jan 2018	Candis and Christy presented to the Standing Committee of Finance on Oct 10, 2017 re: SCD waitlists and need for more

<p>which will increase demand for support. Currently over 5,000 children with special needs on SCD waitlists provincially</p>			<p>funding locally and provincially</p>
<p>Continue to present in community agencies regarding SCD program and services; CNC-Early Learning & Care certificate program, Good Beginning Class at Child Care Resource & Referral (YMCA) , at parent advisory meetings/staff meetings in community child care programs.</p>			<p>Candis presents to ECCL program as an instructor. Christy represents CYFN at City of PG-Healthy City Framework Committee raising awareness of ECD needs</p>
<p>Training to be provided to CNC-ECE students</p>	<p>Feb 2015</p>		<p>Candis presents to ECCL program as an instructor</p>

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 revamp their policies and procedures (such as the Code of Conduct and Respect in the Workplace Policy), the Section Heads will communicate broadly the need to adhere to the policies, and the Section Heads will put an increased focus on this area of an employee’s performance going forward.

Milestones	Start Date	Date Reviewed	Progress
Revising the code of Conduct	July 2017	August 31, 2017	100%

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

Milestones	Start Date	Date Reviewed	Progress
The Administrative Procedures Manual will be updated.	May 11, 2017		
The financial procedures manual will be updated and expanded	May 11, 2017	December 2017	10% Complete
We will generate a staff directory with interesting information and a picture of the staff member to help when new employees are in the building.	May 11, 2017	December 2017	Complete

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 see if we can get a local photographer to come in to donate their time to provide us with updated and more professional pictures for us to use in the CDC's promotional material

Milestones	Start Date	Date Reviewed	Progress
Photographers approached.	May 2017	December 2017	Completed
Photos taken and received	June 2017	December 2017	Completed

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.