



Helping children with special needs reach their potential

9460 140th Street, Surrey BC V3V 5Z4 www.centreforchilddevelopment.ca

Annual Report 2011/2012

THE CENTRE FOR CHILD DEVELOPMENT ANNUAL REPORT (1 April 2011 – 31 March 2012)

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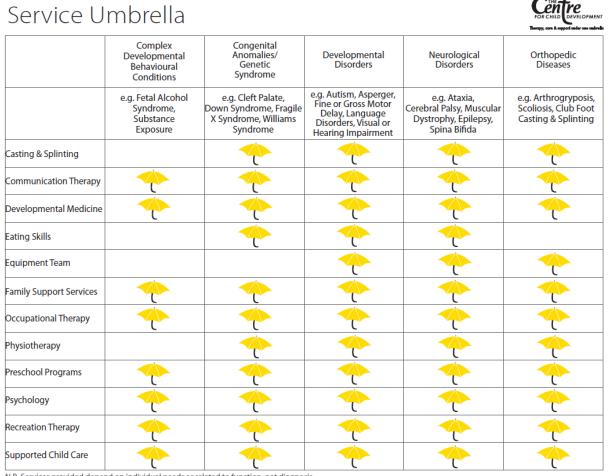
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Purpose of the Report

The purpose of this Annual Report is to provide members of the society, funders, donors and the public with an account of The Centre for Child Development of the Lower Mainland's performance for the period from April 1, 2011 to March 31, 2012.

As the Broadbent Report pointed out, voluntary organizations are self-governing agencies which hold a public trust related to their mission. Our mission is: "*helping children with special needs reach their potential*".

As a result, these organizations are responsible for what they choose to do (as illustrated by our Service Umbrella below) and how well they do it.



N.B. Services provided depend on individual needs as related to function, not diagnosis.

"This means they are, at minimum, accountable for: Establishing an appropriate mission and/or policy priorities and ensuring their relevance; Sound management of funds received from donors and governments and of expenditures; Effective organizational governance (including structures and processes for managing human resources); And the outcomes, quality and range of their programs and services."¹

¹ Ed Broadbent, Panel on Accountability and Governance in the Voluntary Sector, Final Report, "Building on Strength: Improving Governance and Accountability in Canada's Voluntary Sector" (February 1999), p. 17

Executive Summary:

Successes

Key successes in 2011/2012 were:

- > BSC: Client Youth & Caregiver Services
 - ✓ Efficiency Dashboard Consolidated all agency efficiency indicators; monthly reporting for CEO, Board and funders. Major Kudos to Director Physiotherapy (BSC Dashboard Lead) and Director Psychology & Family Services for diligently developing BSC dashboard under CEO's direction.

BSC Breakthroughs 2011/2012:

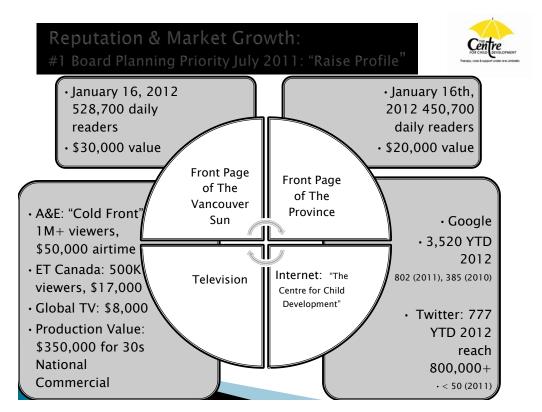
- ✓ Efficiency Dashboard
- Effectiveness Measures full agency
- ✓ Full year, full agency data
- Deeper Learning via Scheduling
 Pilot and OT Review
- Standardized Effectiveness Measures Implemented across all programs. Ranges from preliminary data to 2nd year of implementation. For example, Agency Wide Family Empowerment Scale Average Parent/Caregiver Rating after 1-2 Years of Service: N=104, Rating = 4.14/5 on Family Scale, Rating = 4.44/5 on Services Scale.
- Scheduling Pilot Project: Concept tested as learning opportunity and yielded some learnings about enhancing work processes including need for stronger technical/admin support for scheduling to be shared via MSOutlook Schedules; value of pre-appointment contact by therapists with clients.
- ✓ Occupational Therapy BSC Output Review Gained significant learnings for greater efficiency & effectiveness for The Centre and Department including: Centre based vs non-Centre based Appointments; Interdepartmental Integration; Scope of Practice; Effects of Leaves of Absence; Administrative Support & Scheduling; Missed Appointments.
- ✓ Satisfaction of All Referents Survey (SOARS). Achieved and rated on target. Developed and implemented for first time by Ploy Veerachananan, VIU MBA Student under supervision of Lesley Taylor. Of 320

professionals surveyed, 36 responded. They were quite satisfied (Rating>4/5) with Centre staff professionalism/knowledge, courtesy/helpfulness; moderately satisfied with accessibility and availability of other languages (Rating <4>3.5) and less than satisfied with length of time between referral, confirmation of referral and service delivery (Rating <3.5). Overall satisfaction rating of 71% of respondents rating satisfied or very satisfied.

BSC: Market & Reputation We achieved never before seen profile and media advances related to The Centre for Child Development and our new program, Sophie's Place. The value in \$ cost equivalent to purchase this profile (which was "donated" to us), and the audience reach is summarized in the following figure:

- Highlights: Physiotherapy Department (inc. Casting & Splinting) Prioritizing the matching of children with most need to the most service
- PT served 945 children and provided 6,830 service sessions
- (1 April 2011 31 March 2012); Through the support of the United Way; Casting & Splinting provided 103 sessions serving 89 children, creating 138 splints or casts (see also Child Development Foundation of British Columbia Annual Report)
- Implemented the COPM (Canadian Occupational Performance Measures) as its effectiveness measure.
- Key role in creating new provincial HIO Health Guidelines to children with cerebral palsy





- BSC: Corporate Stewardship continues to provide a solid foundation for the other quadrants. The Centre has achieved Total revenues of \$8.53M, and a Net revenue amount of \$35.8k (12th annual net positive result) which the Board has placed in reserves. In addition to 12th consecutive year "in the black", the following provides some insight into the scope of corporate stewardship:
 - Payments to Families and business clients are processed within 30 days. Average 200 cheques/month; 2,400/year.
 - ✓ 1,700 A/R invoices and 2,600 receipts processed in the year.
 - ✓ Payroll & benefits for 150+ employees are processed on time and with accuracy 26 times a year; government remittances made before deadline.

Highlights: Supported Child Development Department & Preschools

SCD served 535 children in Surrey and White Rock (1 April 2011 – 31 March 2012), provided direct support to 228 children during the month of March 2012; operated the Regional Speech and Language Referral program in partnership with CT. On 141 reassessments using the Child Development and Support Needs Assessment Tool, average reassessment = a 3.6 or 16% improvement per child.

The Centre provides two inclusive play based preschool programs serving families from Surrey, White Rock and Delta. The structured environment and positive teacher-child interactions promote learning and development of the whole child. Through teacher-supervised play, children gain:

Socialization skills and emotional growth Cognitive Development Language and communication skills Fine and Gross Motor Skills Independence and self-help skills for school readiness The Centre Preschool is located in Surrey and Lookout Preschool is located in North Delta. Preschools served 257 individual children including 48children with special needs (1 April 2011 - 31 March 2012)

Learnings

<u>We dived much deeper</u> into the Balanced Scorecard this year and increased our knowledge of the specific challenges to balancing our efficiency and effectiveness in best achieving our mission. We've continued to "walk the talk" of being a "learning organization"² by improving our BSC data gathering and developing and testing hypotheses from it to pursue continuous improvement.

We are very proud of all our volunteers and staff for their deep commitment to *helping children with special needs reach their potential*.

- ✓ Client files(2,041 active) are kept up-todate
- Scanning documents for electronic record keeping are processed within a week. A minimum of 300 documents/day (72,000/year) have been scanned.
- BSC: Learning & Growth VP HR recruited . Employee Engagement. YOY Increase from 40% to 70% survey participation; from 83% to 92% engagement score. Working Environment received the highest ranked question – "I am proud to tell others where I work" with an outstanding rating of 5.44

Highlights: Communication Therapy

Department CT) expanded a pilot program from Langley into Surrey and White Rock which has brought service delivery to children and families quicker by beginning service delivery with the Initial Consultation. Parent Implemented Intervention continued from last fiscal with parent training formats that require less parent and staff time. The frequency of offerings for parent training and parent-child workshops was increased using support personnel for many groups. Speech-language pathologists saw more children in 1:1 sessions over last fiscal. However, initially diminished waiting list numbers and shortened wait list time have begun to climb as the rate of new referrals for service continued unabated.

CT served 682 children and provided 8,296 service sessions (1 April 2011 – 31 March 2012).

Ministry of Children and Family Development





David A. Garvin, Amy C. Edmondson, and Francesca Gino, "Is Yours a Learning Organization?", Harvard Business Review March 2008

Our Board of Directors 2011-2012

Tony Miles Chair CGA

Andrea Rasmussen Vice-Chair Partner Wilson Rasmussen LLP

Emily Wilson Treasurer Financial Advisor CIBC

Yasmeen Sayeed Secretary President & CEO Surgical Tourism Canada Inc.

Steven Fruitman Honourary Director Partner Magellan Law Group LLP

Larry Thurston Director Retired CA









Wayne Robert Director Executive Director Health Initiative for Men (HiM)

Frank Mesich Director President Mesich Media Advertising Ltd.

Retired Former Senior VP,

Coast Capital Savings Credit Union

Human Resources

Ken Hahn

Director





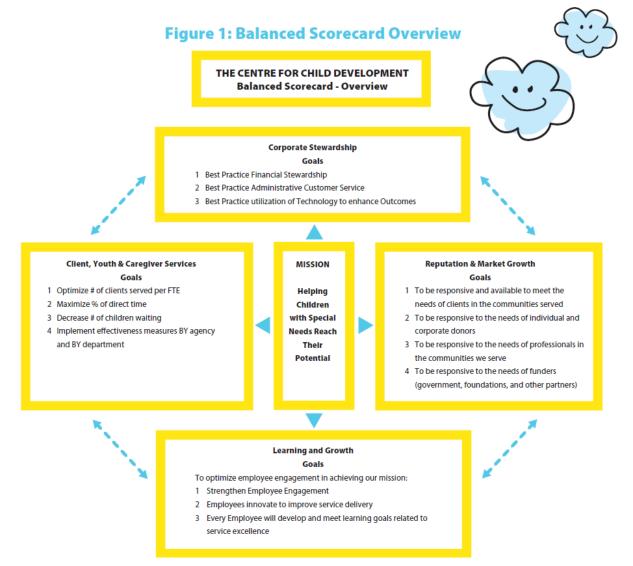


Gerard Bremault Chief Executive Officer The Centre for Child Development (Staff Support/Non-Voting)



Balanced Scorecard Structure to Annual Report:

Given that the Balanced Scorecard was adopted at the Board Planning Day 2010 to measure organizational performance, subsequent Annual Reports have been structured into "Four Chapters" representing each quadrant per the following Balanced Scorecard Overview:



Services Today

Today's Centre for Child Development:

operates with approximately 150 professional staff from 3 locations in Surrey, Delta and Langley reaching out to children in over 65 child care settings; in dozens of schools in all the South Fraser School Districts and in hundreds of family homes.

The Centre delivers medical rehabilitation therapy, care and support to children with disabilities and their families residing throughout the South Fraser Region in Surrey, South Surrey, White Rock, Delta and Langley. The Centre serves children from birth to 19 years of age with a variety of neurological, orthopaedic, development and learning difficulties including cerebral palsy, spina bifida, muscular dystrophy, down syndrome, autism, attention deficit hyperactivity disorder, brain injuries & infections, seizure disorders and other developmental disabilities.

It is the only "one-stop shop"

in the South Fraser region for children with special needs and their families and one of the most comprehensive and specialized paediatric medical rehabilitation centres in the province.



Persons Served and **Outcome** Areas

The following persons served #3 and outcome areas are central to our business:

Children and youth with disabilities (0-19 years of age) - Outcome Areas:

Ability/Skill/Knowledge: increasing a broad range of personal skills and abilities to overcome, offset or reduce the effect of their disability

Physical Well-being: reducing trauma, stress, pain, deterioration; increasing comfort, strength, mobility, health

Emotional Well-being: reducing trauma, stress, pain, anger, frustration; increasing self-confidence, sense of success, happiness and hope

Independence: reducing helplessness/ dependence; increasing ability to function independently

Social Acceptance/Integration: decreasing isolation; increasing peer acceptance, support, normal relations, participation

Their families and caregivers - Outcome Areas:

Ability/Skill/Knowledge: increasing ability to assist and enable child/youth who has a disability

Emotional Well-being: reducing trauma, stress, grief, loss, pain, anger, frustration; helping to cope with the challenges of raising a child/youth with a disability & increase self-confidence, sense of success, happiness & hope Independence: reducing helplessness; increasing ability to function independently

Social Acceptance/Integration: decreasing isolation; increasing mutual support amongst caregivers who have children with disabilities and support from caregivers who have typical children

Other service providers to the persons we serve - Outcome Areas:

Ability/Skill/Knowledge: increasing their ability to assist and enable children in their care who have a disability

Social Acceptance/Integration: increasing social acceptance/ integration within these individual sites and the broader community through strategic partnerships & teamwork; creating advocates on behalf of children with disabilities.

#2 This revised "Mission" statement was adopted in 2007 by the Board of Directors. The use of the term "Ends" state reflects the Board's adherence to a Carver model of governance and an associated set of board governance policies

#3 The use of the term "Persons served" reflects the Association's adoption of CARF Medical Rehabilitation standards.

Ends Statement

Helping children with special needs reach their potential.#2

Values Statement

The provision of services to children and youth with developmental disabilities and their families shall be based on the following beliefs:

- All children and youth with developmental disabilities have the right to high quality programs and services, which facilitate their physical, social, emotional, and intellectual development.
- · Programs and services should be community-based, foster integration of children with disabilities into the community, readily accessible, and developed to meet the individual needs of the child and youth.
- Effective programs and services focus on the child and youth using a familycentered care approach.
- Programs and services will be provided through a collaborative team effort that includes children and youth, parents and professionals working in an atmosphere of equality and mutual respect.



1. Client, Youth & Caregiver Services Scorecard

BALANCED SCORECARD GOALS: Client, Youth & Caregiver Services	TARGET	STATUS March 31, 2012
1.1 Optimize # of clients served per FTE	Minimum Target set based on average monthly numbers of children served per FTE across all programs	Exceeded Minimum Target by 3% (Year ending March 31, 2012 represented first full year of agency wide internal benchmarking)
1.2 Maximize % of direct time	Minimum Target set based on average monthly % direct time across all programs	Exceeded Minimum Target by 25.7% (Year ending March 31, 2012 represented first full year of agency wide internal benchmarking)
1.3 Decrease # of children waiting	Decrease Avg # of children waiting per Service Area VS prior year	Decreased Average # of children waiting per Service Area by 29.7% VS prior year
1.4 Implement effectiveness measures BY agency and BY department	Agency wide and all departmental measures selected and initiated	Agency: Family Empowerment Scale results: N=104, High ratings (>4/5). <u>Departments:</u> Standardized Effectiveness Measures implemented across all clinical programs

Highlights: Occupational Therapy Department (inc. Equipment Team)

Occupational Therapy BSC Output Review Gained significant learnings for greater efficiency & effectiveness for The Centre and Department re: Centre based vs non-Centre Appointments; Interdepartmental Integration; Scope of Practice; Effects of Leaves of Absence; Administrative Support & Scheduling; Missed Appointments.

OT served 1010 children and provided 6,177 service sessions (1 April 2011 - 31 March 2012). Equipment Team saw 113 clients for 1117 visits for wheelchair and seating prescription.

New pressure mapping system implementation for more accurate seating of complex clients.

Ministry of Children and Family	
Development	STATE THE

Successes

We've made some efficiency improvements that have decreased the number of children waiting for service despite continued high levels of referrals We've formulated and tested some hypotheses regarding what actions will increase efficiency and continued to learn from that process

Challenges

Delivering collaborative, multidisciplinary teamwork while meeting departmental and individual targets poses some challenges

Learnings

 We can utilize our existing Clinical Services
 Committee and teams to address challenges and adapt our approach in light of new data and analysis.

Highlights: Psychology and Family Services Department

Effectiveness;

Implemented Behavioral Assessment System for children 2nd Ed. (BASC-2) and Family Empowerment Scale (FES) as effectiveness measures

Efficiency Groups;

- 10 Week Education Group for parents and caregivers of children with FASD
- **Parent Support Group** for parents and caregivers in the FASD Key Worker program.
- **Transition Group** with the Supported Child Development program
- Sleep Group Punjabi Toileting Group South Asian Mothers Group

P&FS served 582 children and provided 3,974 service sessions (1 April 2011 - 31 March 2012).

Ministry of Children and Family Development	

HIGHLIGHTS: CENTRAL REFERRAL OFFICE (Regional - Speech and Language)

Operated by **The Centre for Child Development** with the support of the Ministry of Children and Family Development, Province of British Columbia for ALL SPEECH AND LANGUAGE services FOR CHILDREN AGE BIRTH TO SCHOOL AGE IN DELTA, SURREY, WHITE ROCK, AND LANGLEY – in partnership with Regional Early Intervention of speech and language service providers

- Met or Exceeded Targets:
 - 2,600 referrals for Speech and Language in total received for Delta, Surrey, White Rock and Langley in 2 years (Mar/10-Feb/12) or approximately 1,300 per year.
 - 118 referrals received per month on average (initial estimate was 80/month)
 - 90% of Families are sent a response to referrals within two weeks
 - > 99% of referrals are directed to the appropriate agency
 - 0 93% of customer survey respondents found it easy to make the referral



HIGHLIGHTS: INTAKE & REFERRAL (The Centre for Child Development - All Services)

The Centre for Child Development additionally receives >20% of the above referrals for Speech and Language services as a portion of the more than 1,200 referrals for ALL services that The Centre for Child Development receives each year

2. Reputation & Market Growth Scorecard

BALANCED SCORECARD GOALS: Reputation & Market Growth	TARGET	STATUS March 31, 2012
2.1 Goal: To be responsive and available to meet the needs of clients in the communities served	80% or 4.0 out of 5.0 or higher satisfaction rating to The Centre's Annual Client Satisfaction Survey	Fractional increase to 93.5% Satisfaction Rating from 93% @March 2011
2.2 Goal: To be responsive to the needs of professionals in the communities we serve	70% or 3.5 out of 5.0 or higher satisfaction rating by professionals who refer clients to The Centre	Inaugural "Satisfaction of All Referents" (SOARS) Survey completed with 71% satisfaction rating
2.3 Goal: To be responsive to the needs of funders (government, foundations, and other partners)	Maintained or increased funding year over year Viewed as expert advisory agency	All contracts and grants retained; Strong provincial, civic government and business support inc. new funding & goods in kind

Highlights: Developmental Pediatrician.

- Is the only physician
 providing medical
 consultations at the Centre.
- Maintains leading edge medical standards for the Centre including Accreditation
- Is actively engaged in the maintenance of our pediatric dietary service. Our Centre is the only one in British Columbia that has a dietician on staff to provide consultation to medically fragile children.
 - Provided direct consult/assessment to 75 Eating Skills Team clients and additional consult to therapists and dietician

Ministry of Children and Family Development

Highlights: Eating Skills Team (EST):

- provides assessment and consultation supporting children with multidisciplinary developmental concerns whose oral motor difficulties contribute to compromised safety and/or nutritional intake.
- consists of a Developmental Pediatrician, Speech-Language Pathologist, Occupational Therapist, Registered Dietician) and Psychologist (as required).
- In 2010 a novel program was developed between UBC Faculty of Dentistry and The Centre via the Eating Skills Team. 4th year dentistry students engaged in an onsite practicum with Centre children who did not have community dental health care. The children received dental assessment, dental cleaning and a follow up treatment plan. This program was repeated September to November 2011.

Successes:

 Achieved historic profile and reputation advances! (See Executive Summary)

Client Satisfaction remains very high!



Vancouver Island University (VIU) MBA student project completed and analyzed initial returns of completed Family Empowerment Scales and SOARS survey (see above)

- Created a new Internal Referral form; Senior Team developed a revised referral review process for screening all new referrals
- ✓ Quality Improvement Committee implemented new survey for public and private schools receiving services from The Centre and developed new kindergarten and Secondary School Transition Surveys.

Challenges

- How do we sustain and further enhance our increased profile?
- While those served are highly satisfied, how can we better serve those waiting?

Learnings

 Learning from the experience of many stakeholders helps us to learn how to further enhance our responsiveness

3. Learning & Growth Scorecard

BALANCED SCORECARD GOALS: <i>Learning & Growth</i>	TARGET	STATUS March 31, 2012	
GOAL: To optimize employee engagement in achieving our mission			
3.1 Strengthen employee engagement	That on the 12 questions based on the Gallup Q12, 80% of staff respondents indicate that they Strongly Agree/Agree Engaged (i.e. score 4.8/6 or higher)	Increase to 92% engagement score from 83% @March 2011 Increase to 70% survey participation from 40% @March 2011	
3.2 Employees innovate to improve service delivery	At least 15 employees nominated for Centre Staff award for innovative service; At least one of the nominees for HEABC Innovation	6 employees were nominated for The Centre Staff award in the area of innovative service delivery (8 last year) 1 nominee for HEABC Innovation Award (0 last year)	
3.3 Every employee will develop & meet learning goals related to service excellence	Relate individual performance goals to service excellence	Appointed new VP Human Resources who is aligning performance management system to BSC	

Successes

We have completed our second Employee Engagement Survey

- Staff participation in the survey nearly doubled and our employee engagement score increased to an outstanding 92%. (As a benchmark of engagement, the average engagement score on the same Gallup questionnaire for Best Employer organizations of all sizes is 80%).
- Winner of Annual Staff Innovation Award: Poonam Tangri, Mental Health Clinician in the Psychology Department – successfully developed a toilet training workshop for our Punjabi speaking families

Highlights: Recreation Services Department The

Recreation Services department provides recreation resources and opportunities to children, youth and families. A highlight this year was the facilitation of a joint program with Wheelchair Sports and Sportability to provide adapted cardiovascular and skills training. The department is a fully fundraised service for the children, youth, and families supported in part by the United Way of the Lower Mainland.

Between April 1, 2011 and March 31, 2012, the Recreation Services department served a total of 357 clients of which 302 were children with disabilities and 55 adults with disabilities. The total service sessions were 3,622 for the year.



Challenges

Collaborative, multi-disciplinary engagement across all service areas of The Centre has become more challenging as our specialization, size and complexity increase.

Learnings

✓ We are exceptionally engaged in our mission, organization and dedicated to learning and improvement.

4. Corporate Stewardship Scorecard

BALANCED SCORECARD GOALS: Corporate Stewardship	TARGET	STATUS March 31, 2012
4.1 Best Practice Financial Stewardship	Maintain a current asset to liability ratio of at least 2:1 Operate at least at breakeven(no deficit)	Current asset to Current liability ratio is 1.9:1 Net revenue amount of \$35.7k (12th consecutive excess of revenue over expenditure)
4.2 Best Practice Administrative Customer Service	100% of clients/families satisfied with front desk/reception At least 75% of Clients requesting interpretation service receive it	Friendly front desk reception. No formal complaints. One informal internal complaint has been addressed. 100% of Client requests received interpretation services
4.3 Best Practice utilization of Technology to enhance outcomes	#of staff using the "Umby" Electronic Clinical Records system Increase # of computers	All Staff using "Umby". Increased access to technology via 19 additional laptops. Total computers available = 72. Ratio to FTE: 0.73:1

Successes

Excess of Revenue over Expenditure for twelve consecutive years while providing an extensive level of corporate stewardship (See Executive Summary)

Learnings

- ✓ We have a strong, high volume, corporate stewardship "backbone"
- ✓ We can make technological progress with the help of our friends! <u>Thank you G&F Financial</u>!

Sophie's Place Child Advocacy Program



Sophie's Place is a charitable program of The Centre for Child Development located within its primary site in Surrey. Sophie's Place provides physically, mentally and sexually abused children with professional, compassionate and nurturing service from police and counsellors all under one roof in a child-friendly atmosphere. "Sophie's Place is a safe, friendly and welcoming place for a large percentage of the over 1000 children from across Greater Vancouver who report sexual or physical abuse each year," says Surrey Mayor Dianne Watts. Sophie Tweed-Simmons, daughter of legendary music artist Gene Simmons, a locally active child advocate and volunteer, became involved in the project 'Sophie's Place' after a meeting with Mayor Dianne Watts. An active participant in the process, Tweed-Simmons aided with

the construction of the CAC and acts as the patron to the facility that bears her name and continues to help raise funds.

Successes

- With outstanding facilitation and support from Judy Krawchuk, Vice President, Child Development Foundation of British Columbia, Mayor Dianne Watts and Sophie Tweed-Simmons opened a new Child Advocacy Centre (CAC) on January 15, 2012. This ceremony was recorded for an episode of the TV Show Gene Simmons Family Jewels which aired in June
- Over 60 community volunteers and a number of local businesses contributed time and donations valued at \$74,000 towards the opening of Sophie's Place³



The construction timeline was less than four weeks during the holiday season! Sophie's Place is a one of a handful of similar facilities in Canada and the first in the Metro Vancouver region.

³ Please see the Annual Report of the Child Development Foundation of British Columbia for more information on fundraising activities and charitable partners supporting Sophie's Place Child Advocacy Program

- Successfully brought together the partners— The City of Surrey, The Surrey Royal Canadian Mounted Police, The BC Ministry of Children and Family Development, The Victim Services Branch of the BC Ministry of Justice, and The Centre for Child Development—to begin work on developing operational protocols and procedures for Sophie's Place via the facilitation and support of Dr. Brian Katz, Director of Psychology and Family Services of The Centre for Child Development & Director of Sophie's Place.
- Civil Forfeiture Funds of \$150,000 were granted to Sophie's Place care of The Centre for Child Development to further implement the project
- Additional charitable donations totalling \$28,000 were made to the "Sophie's Place Fund" care of the Child Development Foundation of British Columbia ⁴(www.cdfbc.ca)





Challenges

- In Canada in 2008, there were 85,440 cases of child abuse that were substantiated and another 17,918 cases that were unsubstantiated but remained suspect. These figures account for only the cases that are reported and investigated through Canadian Child Welfare services.
- Substantiated maltreatment occurs in approximately 14 out of every 1000 children (Canadian Incidence Study of Reported Child Abuse and Neglect – Major Findings, Public Health Agency of Canada, 2008.Child and Youth Victims of Police Reported Violent Crime, 2008 – Statistics Canada)
- Children with disabilities are 4 to 10 times more vulnerable to sexual abuse than their nondisabled peers. (National Resource Center on Child Sexual Abuse)

Learnings

✓ Great partnerships for great causes between City, Provincial, Federal government bodies together with business*, charities and devoted high profile supporters *can* be created AND achieve amazing results very quickly with the right leadership champions – thank you Mayor Watts and Sophie Tweed Simmons for being those champions – and the right implementation partners! Thank you Murray Dinwoodie, City of Surrey; Fraser MacRae and Bill Fordy and Monica Jodrey, Surrey RCMP; Bruce McNeill and Amarjit Sahota, Ministry of Children and Family Development; Taryn Walsh and Stephen Ford, Victim Services; Tony Miles (Board Chair) and Dr. Brian Katz, The Centre for Child Development; Judy Krawchuk, Child Development Foundation of British Columbia for being those implementation partners!

⁴ *Please see the Annual Report of the Child Development Foundation of British Columbia for more information on fundraising activities and charitable partners supporting Sophie's Place Child Advocacy Program

We acknowledge the financial assistance of the Province of British Columbia

Ministry of Children and Family Development





Left to Right: Dr. Stephen Brown, Deputy Minister; Mary McNeil, Minister of Children and Family Development; Gerard Bremault, CEO, The Centre for Child Development & a Board Director of the Surrey Board of Trade (Chair of Social Policy Committee); Jim Mihaly, Publisher Surrey Leader and Chair, Surrey Board of Trade

