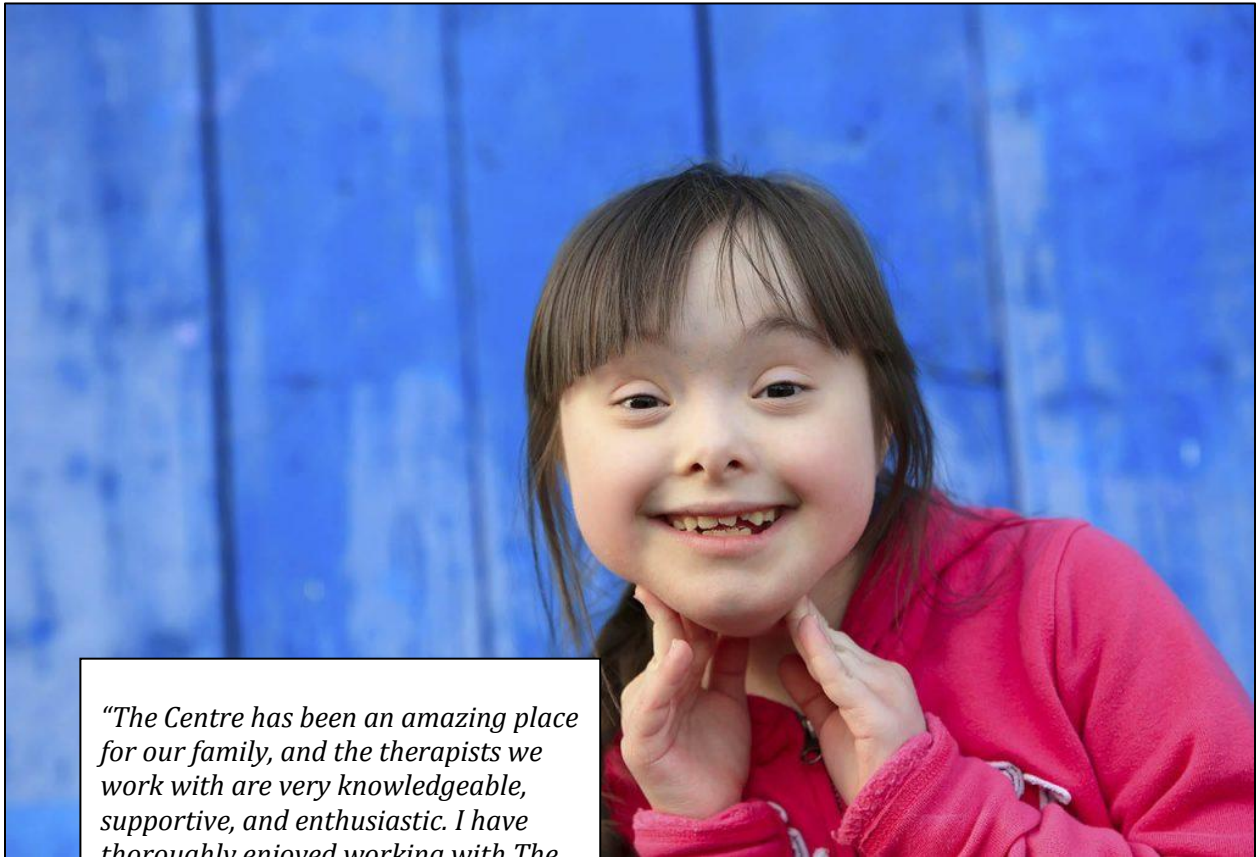




ANNUAL REPORT 2015-16



"The Centre has been an amazing place for our family, and the therapists we work with are very knowledgeable, supportive, and enthusiastic. I have thoroughly enjoyed working with The Centre, and I am so grateful for the services and resources they provide."

- Client Satisfaction Survey, 2015

THE CENTRE FOR CHILD DEVELOPMENT
OF THE LOWER MAINLAND
9460 – 140th Street Surrey, BC V3V 5Z4

www.the-centre.org

CRA# 107646408RR0001

THE CENTRE FOR CHILD DEVELOPMENT OF THE LOWER MAINLAND ANNUAL REPORT (1 April 2015 – 31 March 2016)

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




















































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Purpose of the Report

The purpose of this Annual Report is to provide an account of The Centre for Child Development of the Lower Mainland’s performance for the period from April 1, 2015 to March 31, 2016.

As the Broadbent Report pointed out, voluntary organizations are self-governing agencies which hold a public trust related to their mission. “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

Our mission is: **“helping children with special needs reach their potential”**; Our vision is: **“our children have the best opportunities to succeed in all areas of their lives”**; Our values are **Excellence, Accountability, Caring and Compassion, and Integrity. The well-being, safety and success of our children is the highest priority we have.**

Medical Rehabilitation & Support						Child/Youth Advocacy (Sophie’s Place)
	Complex Developmental Behavioural Conditions	Congenital Anomalies/ Genetic Syndrome	Developmental Disorders	Neurological Disorders	Orthopedic Diseases	Child Abuse
	e.g. Fetal Alcohol Syndrome, Substance Exposure	e.g. Cleft Palate, Down’s Syndrome, Fragile X Syndrome, Williams Syndrome	e.g. Autism, Asperger, Fine or Gross Motor Delay, Language Disorders, Visual or Hearing Impairment	e.g. Ataxia, Cerebral Palsy, Muscular Dystrophy, Epilepsy, Spina Bifida	e.g. Arthrogyposis, Scoliosis, Club Foot Casting & Splinting	i.e. physical, mental and/or sexual abuse
Casting & Splinting						
Communication Therapy						
Developmental Medicine						
Eating Skills						
Equipment Team						
Family/Victim Support Services						
Occupational Therapy						
Physiotherapy						
Preschool Programs						
Psychology/Social Work						
Recreation Therapy						
Supported Child Care						
RCMP/Police services						

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

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

➤ **Effectiveness Improvements:** Improved against standardized measures of effectiveness

Occupational Therapy: COPM - Demonstrated a change of 3.5 on performance and 3.6 on satisfaction, improved 0.3 and 0.5 respectively over last fiscal year - a score of 2.0 is considered clinically significant.

Physiotherapy: COPM - Demonstrated a change of 5.13 on performance and 4.38 on satisfaction, improved 1.9 and 2.0 respectively over last fiscal year - a score of 2.0 is considered clinically significant.

Psychology: Behavioral Assessment System for Children, 2nd ed. (BASC-2) - Clients seen in the Psychology department averaged a decrease of 22 points (improved v 16 points last year) after receiving services from a Centre Psychologist - this indicates a significant reduction of psychological symptoms after receiving Psychology services at The Centre.

- ✓ **Waitlist Reductions:** The average number of children waiting per department per month *declined* 31.6% as departments continued their efforts to optimize efficiency and effectiveness by bringing children into service as quickly as possible. This was very noteworthy given that it was not done at the expense of accepting referrals for services. Demand for services remained strong with 2,273 requests for services during the fiscal period (up 31% YOY from 1,734 requests) AND 1,798 requests for service were accepted (also up from last year!).
- ✓ **BSC: Market & Reputation.** The Centre's profile and media advances grew vs last year with increased engagement via social media:
 - Facebook: increased from 644 to 869 Likes
 - Twitter: increased from 1637 to 1921 Followers
 - New Social Media platforms: Instagram and LinkedIn

➤ **BSC: Corporate BSC: Corporate Stewardship** continues to provide a solid foundation for the other quadrants. The Centre has achieved Total revenues of \$9.3m (up from \$8.89m last year) and a Net revenue amount of \$86k (up from \$63.7k last year, and 16th consecutive year "in the black", the following provides some insight into the scope of corporate stewardship:

- ✓ Phase II of Renovation and Expansion of Centre building at a cost of \$1.8m is 98% complete. The addition of 37 child care spaces as well as the expansion and renovation of the communication therapy wing has been fully completed and has been operational since fall season of 2015.
- ✓ Payments to Families and business clients are processed within 30 days. Average 193 cheques/month (up from 185 last year); 2,316/year (up from 2,223 last year)
- ✓ +2,032 A/R invoices (up from 1,704 last year) and 2,325 (up from 2,058 last year) receipts processed in the year.
- ✓ Payroll & benefits for 153+ employees (there were 150 last year) are processed on time and with accuracy 26 times a year;

"Grateful for the wonderful expertise and caring given to our family in a difficult developmental time."

- Client Satisfaction Survey

- ✓ Government remittances made on time.
- ✓ Client files (2,417 active) are kept up-to-date
- ✓ A total of 811 clients discharged in the year (642 last year) and a total of additional 870 clients from prior years also discharged from the system in the year.
 - ✓ A minimum of 650 pages (364 pages last year) of documents/day (161,850 pages of documents/year, up from 90,636 pages last year) have been scanned.

MESSAGE FROM BOARD CHAIR & CEO

On behalf of our Board of Directors, we would like to commend all staff for achieving three consecutive years of gains in efficiency and effectiveness. To have done so while reducing waitlists and helping MORE children (2,777 this year, up from 2,700 last year) to reach their potential within existing resources while referrals for service also increased is all the more praiseworthy.

Thank you also to Senior Staff, with Laurie Caldi, Human Resources Consultant, for implementing our new Performance Review system that fully aligns with our balanced scorecard to facilitate continuous improvement.

Fall 2015 marked the successful completion of the following key components of Phase II of our Renovation and Expansion Project enabled by **record financial support** from the Child Development Foundation of British Columbia, Ministry of Children and Family Development and Variety – The Children’s Charity:

- ✓ 37 new daycare spaces with many thanks to Minister Stephanie Cadieux, Ministry of Children and Family Development for \$500,000 of core support for this expansion
- ✓ A completely renovated Communication Therapy wing with many thanks to Variety – The Children’s Charity for their core support in the amount of \$272,000
- ✓ 4,000 s.f. of UNFINISHED space on our second floor for future service expansion
- ✓ A new roof and more efficient operating plant

We would like to express our sincere gratitude to all the hard working voluntary Board Directors of our supporting Foundation, The Child Development Foundation of British Columbia under the leadership of Chair, Tony Miles and devoted Foundation Staff – Judy Krawchuk, Shelby Maclean and Lluvia Meneses.

On behalf of our Board of Directors and Management, thank you all very sincerely!

Joe Hall
Chair, Board of Directors

Gerard Bremault, MSW, RSW
Chief Executive Officer

Our Board of Directors 2015-16



Left to Right Back Row: Gerard Bremault (CEO), Ravi Singh (Honourary Director as of April/2016), Steven Buchanan (Treasurer), Michael Christ, Sandra Dyck (Honourary Director). Front Row: Sarah MacDonald, Joe Hall (Chair). *Not in photo: Deborah Harkin (Vice Chair), Karina Pangilnan*

VISION, MISSION & VALUES

The Board of Directors, under the leadership of then-Chair Wayne Robert, revitalized and refined our Vision, Mission and Values in 2014:

MISSION

HELPING CHILDREN WITH SPECIAL NEEDS

REACH THEIR POTENTIAL

VISION

*OUR CHILDREN HAVE THE BEST OPPORTUNITIES
TO SUCCEED IN ALL AREAS OF THEIR LIVES.*

VALUES

*THE WELL-BEING, SAFETY, AND SUCCESS OF OUR CHILDREN
IS THE HIGHEST PRIORITY WE HAVE.*

EXCELLENCE

Our team is committed to improving upon and building current leading best practices in all areas of our service delivery. We are actively involved in creating better solutions for our children. We show our relentless persistence to stretch ourselves to do better. We foster beneficial, effective, respectful and inclusive relationships that provide the best opportunities for our children.

ACCOUNTABILITY

We are accountable at a personal, professional, and organizational level for measuring and knowing our impact and meeting the standards set. We recognize that we operate in a complex world that demands we consider the practical implications of our decisions.

CARING AND COMPASSION

We model and inspire giving freely of ourselves in our work and our lives. Our caring and compassion extends to our children, colleagues, our families and our communities. We know they are good, and doing their best, and we inspire more.

INTEGRITY

We take action based on the needs of the children; the moral and ethical implications impacting the community; and the consideration of the greater good.

2015-2016 DEPARTMENTAL HIGHLIGHTS

Ministry of **Children and Family Development**



These programs are primarily funded by the Ministry of Children and Family Development (some programs also receive support from our long-standing charitable partner, the United Way of the Lower Mainland).

Developmental Pediatrician

- Delegated agency wide clinical oversight on behalf of the CEO.
- Co-Chair Clinical Services Committee
- Co-presented at Sophie's Place CYAC Conference on November 28, 2015, "Responding to Child Abuse: Collaborating for Success – The Many Facets of Developmental Disabilities"
- The only physician providing medical consultations at the Centre.
- Maintains medical standards for the Centre including Accreditation
- 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 & indirect consult/assessment to Eating Skills Team clients and additional consult to other Centre professionals.
- Instrumental in organizing and reviewing geographic teams for early intervention services for children living in Surrey
- Co-presenter of annual "Sleep Smart" parent work shop in June 2015

Psychology and Family Services Department



- Effectiveness: Clients seen in the Psychology department averaged a decrease of 22 points on the Behavioral Assessment System for Children (BASC-2) after receiving services from a Centre Psychologist. This indicates a reduction of psychological symptoms after receiving Psychology services at The Centre.
- Psychology and Family Services served 876 children (up from 797 last year) and provided 6,182 service sessions (up from 4,869 last year) in the period from 1 April 2015 - 31 March 2016.

Communication Therapy Department

- Lisa Theimer commenced as new Director of Communication in June, 2015
- Moved to new offices in communication therapy wing funded by *Variety - The Children's Charity*
- Despite above changes, increased the number of children served from 882 to 1,015 and the number of sessions provided from 4,257 to 5,194
- Achieved improvement of 0.80 in "Activity Limitation" and 0.50 in "Participation Restriction" domain ratings for 59 children on the AusTOM for Speech-Language Pathology effectiveness measure pre-and-post-intervention.

Occupational Therapy Department

- The Occupational Therapy effectiveness tool (COPM) demonstrated a change of 3.5 on performance and 3.6 on satisfaction for 2015 – 2016 (a score of 2.0 is considered clinically significant).
- OT served 1,313 children (up from 1,249 last year) and provided 7,497 service sessions (up from 7,495 last year).

Physiotherapy Department (inc. Equipment Team)

- The Physiotherapy effectiveness tool (COPM) demonstrated a change of 5.13 on performance and 4.38 on satisfaction for 2015-2016 (a score of 2.0 is considered clinically significant).
- Provided ongoing group sessions for early movers, newly walking, ongoing gross motor development and added a group for pre-school aged children to practice ball, stick and team skills.
- PT served 1,085 children (up from 1,052 last year) and provided 7,401 service sessions (up from 6,575 last year); Equipment Team saw 96 children through 143 visits.

“Your staff listens and has fantastic suggestions to apply to our day-to-day to make it smoother for our whole family”
- Client Satisfaction Survey



Supported Child Development Department (SCD)

- SCD served 742 children in Surrey and White Rock, (up from 669 last year), provided direct support to 250 children during the month of March 2016; operated the Regional Speech and Language Referral program in partnership with CT & managed 133 referrals per month
- On 74 reassessments using the Child Development and Support Needs Assessment Tool, average reassessment = a 6 or 25% improvement per child up from a 5.6 or 22% increase from last year.

“Amazing team with a big heart!”
- Client Satisfaction Survey

2015-2016 DEPARTMENTAL HIGHLIGHTS

The following programs are primarily funded through program fees and/or donations, grants and funds raised by the Child Development Foundation of BC (some programs also receive support from our long-standing charitable partner, the United Way of the Lower Mainland)

Casting & Splinting

Through continued donations from the Ken McBain Legacy Fund and the Charles Johnson Charitable Foundation, Casting and Splinting served 44 children, providing 116 sessions to provide custom made upper and lower extremity therapeutic casts and splints on-site at The Centre for Child Development through this unique service.

Recreation Services Department

- The Recreation Services department provides recreation resources and opportunities to children, youth and families in order to improve functioning, independence, health and well-being through recreational experiences.
- The department is a fully fundraised service for the children, youth, and families of the Centre.
- Between April 1, 2015 and March 31, 2016, the Recreation Services department served a total of 304 clients of which 265 were children with disabilities and 39 adults with disabilities. The total service sessions were 2,943 for the year

Eating Skills Team (EST)

- Provides assessment and consultation supporting children with multi-disciplinary developmental concerns whose oral motor difficulties contribute to compromised safety and/or nutritional intake. We are the only CDC that provides dietary consultation to children with neurodevelopmental disabilities.
- The team consists of a Developmental Pediatrician, Speech-Language Pathologist, Occupational Therapist, and Registered Dietician.
- New Clients Seen: 52
- Total Number of Clients Served: 104
- Total Number of Visits: 535
- Percentage Direct Service: 55%
- EST served 104 children (1 April 2015- 31 March 2016) We continue to collaborate with Centre therapists and other professionals. Our relationship with Surrey Memorial Hospital, SunnyHill Health Centre for Children and BC Children's Hospital continues to be strong for the benefit of our clients. Weekly team meetings are held to review all children seen, new referrals and urgent issues.

"I'm so thankful that this service is available to us. It's been a huge help, and has eased some of our fears and burdens."

- Client Satisfaction Survey



Preschool

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.
- In 2015-16, there were 145 children enrolled in the preschool programs.

Child Care

In December 2015 the Child Care facility was officially opened in Phase 2 of The Centre's renovation and expansion with 37 child care spaces. The expansion was built with funding from the Ministry of Children and Family Development as part of the Early Years commitment to increasing the number of child care spaces in Surrey. The Child Care program at the Centre is inclusive and integrated; providing care for children with and without special needs.

As of March 31, 2016, there are 14 children enrolled in the child care program at The Centre.

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.

The Centre's professionals include specialized

paediatric psychologists,

family services and

parent support workers,

FASD key workers,

occupational therapists,

speech-language

pathologists,

physiotherapists,

early childhood

educators,

supported child

development

consultants

and teachers,

recreation specialists,

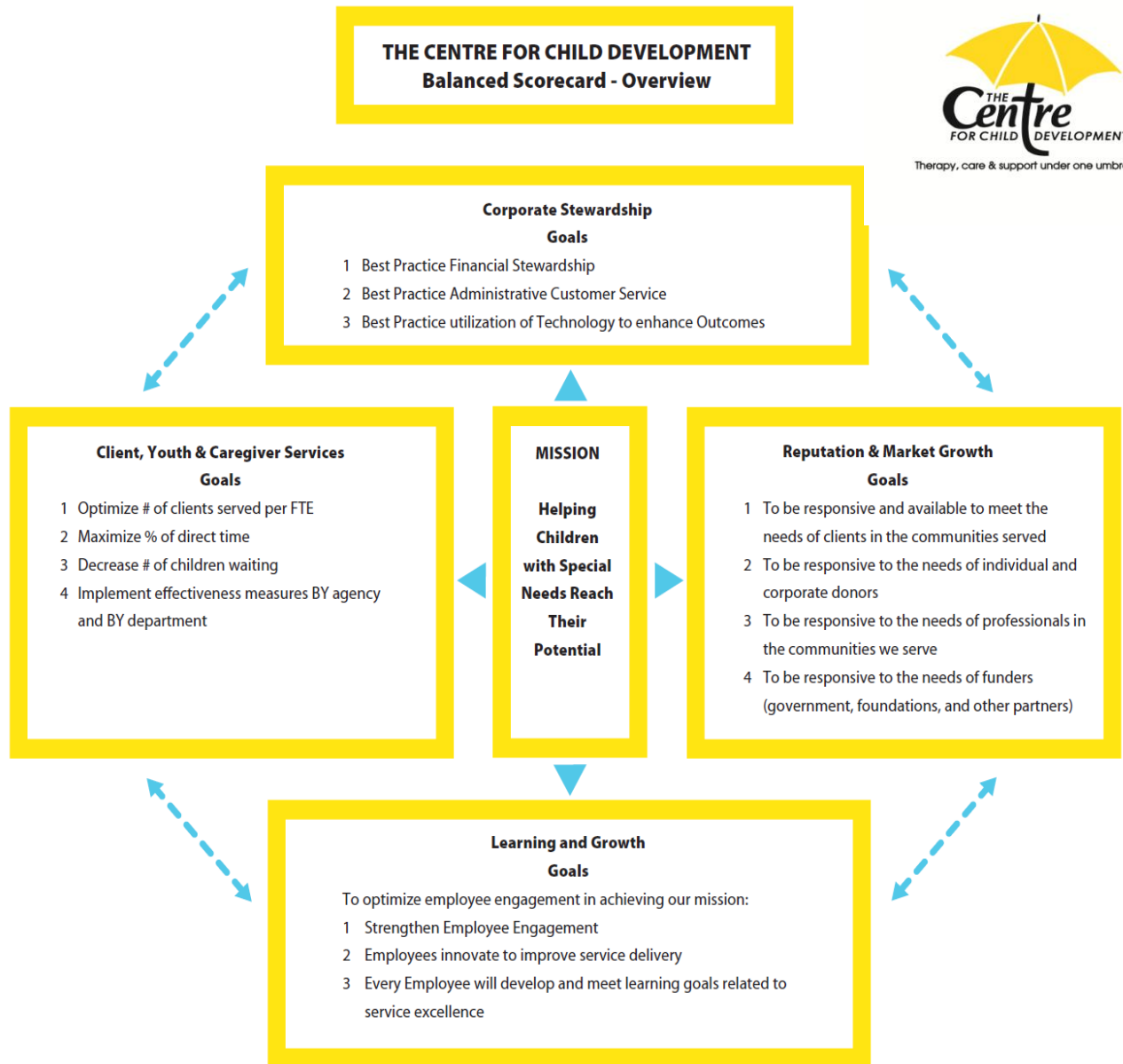
technicians, a dietician

and a Doctor specializing in

developmental paediatrics.



Balanced Scorecard:



BALANCED SCORECARD		
GOALS: Client, Youth & Caregiver Services	TARGET	STATUS March 31, 2016
1.1 Optimize # of clients served per FTE	Minimum Target set based on average monthly numbers of children served per FTE across all programs vs prior year.	Increased 7% on top of 9.2% last year.
1.2 Maximize % of direct time	Minimum Target set based on average monthly % direct time across all programs vs prior year.	Increased 5.3%
1.3 Decrease # of children waiting	Decrease Average # of children waiting per Service Area VS prior year	Decreased 31% on top of 18.2% last year
1.4 Implement effectiveness measures BY agency and BY department	Agency wide and all departmental measures selected and initiated	See AUSTOM, BASC and COPM measures detailed in Executive Summary p. 5
GOALS: Reputation & Market Growth	TARGET	STATUS March 31, 2016
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	98% on Client Satisfaction and Preschool Satisfaction Survey
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	64% overall satisfaction, however, 92% satisfaction with professionalism vs. 39% satisfaction with time to service provision
2.3 Goal: To be responsive to the needs of funders (government, foundations, and other partners)	Maintain or increase funding year over year. Viewed as expert advisory agency.	Maintained funding & strong partnerships. CEO was Chair of the Surrey Board of Trade in 2015, and participates as Member: City of Surrey Innovation Boulevard Committee, Member: Surrey Healthier Community Partnership Committee, Member: South Fraser Regional Child and Youth Council; Co-Chair, Child Care Task Force
GOALS: Learning & Growth	TARGET	STATUS March 31, 2016
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)	78% or 4.67 out of 6 was achieved on the Gallup Q12.

GOALS: Learning & Growth	TARGET	STATUS March 31, 2016
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	Frannie Cruise, Recreation Therapist, <u>WON</u> Gold Apple – Health Care Hero award from Provincial Health Employers Association of BC !!!
3.3 Every employee will develop & meet learning goals related to service excellence	Relate individual performance goals to service excellence.	Performance Evaluation System successfully implemented across all Clinical departments. The system embraces best practices while aligning to the Agency's balanced scorecard objectives. (Many thanks to Laurie Caldi, Human Resources Consultant)
GOALS: Corporate Stewardship	TARGET	STATUS March 31, 2016
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 reasonable at 1.7:1 Net revenue amount of \$86K (16th consecutive excess of revenue over expenditure)
4.2 Best Practice Administrative Customer Service	Target: 100% of clients/families satisfied with front desk/reception and at least 75% of Clients requesting interpretation service receive it	Friendly front desk reception. 100% of clients somewhat agree or strongly agree with the statement: "When I walk into the Centre I am greeted in a warm and friendly manner" 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	All Staff using "Umby". Increased access to technology and electronic records. Streamlined duplication of efforts via scanning documents directly into Umby data base. Donated equipment being utilized (40 desktop, 4 monitors were donated by G&F Financial)



In June 2015, Recreation Therapist Frannie Cruise won a Gold Apple Health Care Hero award at the HEABC BC Health Awards!



Sophie's Place opened its doors in February, 2012 as the first Child & Youth Advocacy Centre in operation in British Columbia. Sophie's Place Child & Youth Advocacy Centre (CYAC) is focused on providing specialized services to physically, mentally, or sexually abused children up to age 18 in a child-friendly setting. Sophie's Place is a program of The Centre for Child Development in collaboration with the Surrey RCMP, City of Surrey, Ministry of Justice Victim Services and Crime Prevention Division, and Ministry of Children and Family Development. As a Child & Youth Advocacy Centre, the primary goal of Sophie's Place CYAC is to provide an integrated, "one-stop-shop" where children who have been abused in Surrey can receive the necessary services in a child-centered environment with a multi-disciplinary team. Sophie's Place CYAC provides a seamless, coordinated and collaborative approach to addressing the needs of child victims of abuse and their non-offending family members.

- During the Fiscal Year 2015-2016, 201 children were interviewed at Sophie's Place CYAC and 12,500 investigative hours were undertaken regarding investigations into physical, sexual, and emotional abuse in contravention of the *Criminal Code* or in situations where a child was potentially in need of protection.
- Thanks to a grant from the BC Ministry of Justice's Civil Forfeiture program, Sophie's Place CYAC hosted the 1st Provincial Conference for 200 Child & Youth Advocacy Centre professionals across BC providers who serve children and youth victims of abuse and their families. ***Responding to Child Abuse: Collaborating for Success*** was held on November 17 and 18, 2015
- Sophie's Place CYAC was a finalist in the *Surrey Board of Trade Police Officer of the Year Awards* in the Community Partners category.
- In December 2015 the Sophie's Place CYAC team members conducted a series of presentations to all General Duty watches of the Surrey RCMP promoting the benefits of the use of Sophie's Place CYAC for reducing trauma for young victims of abuse
- Sophie's Place CYAC is participating in the Federal Department of Justice institutional evaluation of child advocacy centres across Canada.
- The following staff work out of Sophie's Place:
 - 6 members of the Surrey RCMP Special Victims Unit
 - 2 Ministry for Child Development Social Workers (1 full time, 1 part time).
 - 1 Ministry of Justice Victim Support Worker position, which rotates among 4 workers.
 - 1 Director (part-time)
 - 1 Coordinator (full-time)

THANK YOU

Funders

“Without the generous contributions of our partners, we wouldn’t be able to help our special kids reach their full potential.” – **Gerard, CEO**

The Centre for Child Development

- Ministry of Children and Family Development
- Province of British Columbia
- United Way of the Lower Mainland
- Child Development Foundation of BC

Sophie’s Place CYAC

- City of Surrey
- Department of Justice
- Face The World Foundation
- Ministry of Children and Family Development
- Ministry of Public Safety and Solicitor General
- Surrey RCMP
- The Centre for Child Development
- Child Development Foundation of BC

**Heartfelt thanks
to the funders
who help us do
what we do!
Here’s to you!**



We acknowledge the financial assistance
Of the Province of British Columbia

