



ANNUAL REPORT 2016-17



THE CENTRE FOR CHILD DEVELOPMENT
OF THE LOWER MAINLAND
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CRA# 107646408RR0001

THE CENTRE FOR CHILD DEVELOPMENT OF THE LOWER MAINLAND ANNUAL REPORT (1 April 2016 – 31 March 2017)

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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, 2016 to March 31, 2017.

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. Arthrogryposis, Scoliosis, Club Foot Casting & Splinting	i.e. physical 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

MESSAGE FROM BOARD CHAIR & CEO

On behalf of our Board of Directors, we would like to commend all staff for achieving SIX consecutive years of gains in efficiency that have increased the number of children served per each full-time equivalent staff person by 31% while improving service effectiveness to a total of **3,096** children served in 2016/2017 (up from 2,777 last year). This is a remarkable demonstration of “our relentless persistence to stretch ourselves to do better” in serving our growing population of children without commensurate growth in staffing.

To have done so while achieving the highest possible Accreditation from CARF International for the FIFTH consecutive three year period is outstanding!

To have done so while also achieving the following outstanding recognition for The Centre demonstrates our values of Excellence in action by The Centre’s entire Team:

- *Sophie’s Place Child & Youth Advocacy Centre* received Police and Business Partnership Award, Surrey Police Officer of the Year Awards
- *Sergeant Lyndsay O’Ruairc*, Sophie’s Place received Police Officer of The Year Award – Nominated by Community and was a recognized nominee, inaugural Surrey Cares Awards
- *Vice President Judy Krawchuk* was a recognized nominee, Surrey Women in Business Awards
- *CEO Gerard Bremault* received Leadership Award, inaugural Surrey Cares Awards

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 with the support of our devoted Foundation Staff.

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 2016-17



Left to Right Back Row: Gerard Bremault (CEO), Ravi Singh, Steven Buchanan (Treasurer), Michael Christ, Sandra Dyck
Front Row: Sarah MacDonald (Vice Chair), Joe Hall (Chair).

Not Pictured: Honourary Directors – Sherry Kooner, Sharon Schoeffel, Sam Sidhu, Tony Rossander

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.

KEY SUCCESSES AND CHALLENGES

Balanced Scorecard: Client Youth & Caregiver Services

- **Efficiency Improvements:** Several departments, for example Early Intervention Occupational Therapy and Physiotherapy along with Psychology, exhibited a similar trend: a modest increase in efficiency accompanied by an increase in waitlist. This is evidence of the continued effects of increases in children we serve. Although this year's increase in efficiency was a modest 1.3% overall, the number of children served per each full-time equivalent (FTE) staff person has increased for 6 consecutive years (up 31% since 2011/2012), yet even with this increase in efficiency, we continue to fall further behind the population growth in the South Fraser Region which is home to one of the fastest growing populations in British Columbia as evidenced by the following:

10 X MORE CHILDREN AND YOUTH WITH SPECIAL NEEDS COULD BENEFIT FROM THE CENTRE THAN CURRENT CAPACITY ALLOWS

64,700 BC children and youth require significant educational, medical/health and social/environmental support

...beyond that required by children in general, to enhance or improve their health, development, learning, quality of life, participation and community inclusion. Included in this population are children with physical disabilities (e.g., Cerebral Palsy), sensory impairments (e.g., blind, deaf), significant cognitive impairments and developmental-behavioural conditions.”²

41% or 26,544 of BC's 64,700 Children and Youth with Special Needs live in the South Fraser Region based on the following:

- 14% of all children and youth have special needs.³
- The South Fraser Region we serve has a child/youth population of 189,600⁴
- Therefore, RIGHT NOW ~ 27,000 South Fraser children/youth have some form of disability.
- Vancouver has only about half (103,687 or 55%) as many children/youth as South Fraser.
- Statistics Canada estimates that 1.7% of Canadian children/youth have SEVERE disabilities or approximately 3,200 South Fraser children/youth.”

With 27,000 of the South Fraser's children and youth living with a disability, we are straining to serve 3,096 with the greatest challenges through Early Intervention and School Age medical rehabilitation therapies including OT, PT, SLP, Psychology, Family Services, Supported Child Development, FASD Key worker Services and Developmental Pediatric support across the South Fraser Region in more than 250 locations including all South Fraser Schools, 75 childcare settings, family homes, Sophie's Place and our own three locations in Surrey, White Rock, Delta and Langley (since 1953).

² Government of British Columbia, APRIL 2016 Request for Proposals: Pediatric Therapy Recruitment Strategy Ministry of Children and Family Development RFP Number: XCN2017-003RFP, p. 8

³ Statistics Canada, *Canadian Survey on Disability, 2012, Statistics Canada Catalogue no. 89-654-X2016005, Release date: July 5, 2016* <http://www.statcan.gc.ca/pub/89-654-x/89-654-x2016005-eng.htm>: 3,775,900 (~14%) Canadians aged 15 years and older reported some type of disability” A study in *Pediatrics* determined a 13.87% prevalence of developmental disabilities in U.S. children. Boyle CA, Boulet S., Schieve LA, Cohen RA, Blumberg SJ, Yeargin-Allsopp M, Visser S, & Kogan MD (2011), “Trends in the prevalence of developmental disabilities in US children, 1997-2008” *Pediatrics*, 127(6), pp. 1034-1042.

⁴ Statistics Canada 2017, Census 2016

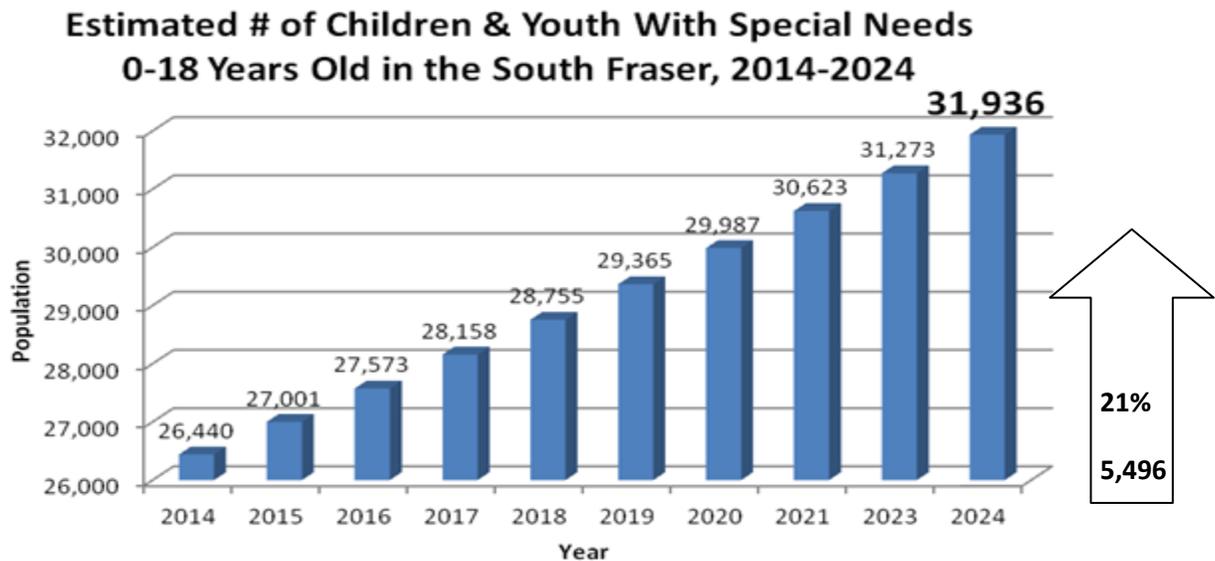
POPULATION GROWING TWICE AS FAST AS VANCOUVER

480 Births per Month in Surrey/White Rock Alone⁵:

- 480 births/month in Surrey/White Rock alone
- Surrey growing 10.6%/yr which is twice BC avg
- 71,350 K-12 students largest SD in BC
- 1 in 4 Syrian refugees to BC in Surrey
- 163 languages
- Surrey Aboriginal population greater than Vancouver's and younger

5,500 MORE Children and Youth with Special Needs (32,000) in South Fraser by 2024

The City of Surrey alone estimates that its population will increase by 21% between 2014 and 2026^[1]. A similar growth rate would increase the South Fraser Population of children and youth 0-18 years of age by 40,000 to approximately 230,000 over the next decade. Based on the above mentioned disability incidence rates ^[2], the South Fraser's population of children and youth with special need could increase by nearly 5,500 children to 32,000 by 2024:



As illustrated by Table 1 below, the South Fraser has 83% more children and youth overall and with special needs than Vancouver.

⁵ Children's Partnership, Surrey April 2016

^[1] Data retrieved from 2011 Canadian Census and City of Surrey. Regional growth rate calculated on the basis of expected growth in the City of Surrey. Retrieved from: <http://bit.ly/18q0PLs>

<i>TABLE 1: South Fraser Has 83% More Children and Youth & CYSN than Vancouver</i>	South Fraser	Vancouver	South Fraser's Population is greater than Vancouver's by following # and %	
			# > Van	% > Van
Total Population 2016*	805,954	673,038	132,916	20%
Children and Youth Population 2016*	189,600	103,687	85,913	83%
CYSN Population 2016^	26,544	14,516	12,028	83%

*Source: <https://www.bcstats.gov.bc.ca> ^ Canadian Survey on Disability

The Centre for Child Development of the Lower Mainland has a current active pediatric therapy caseload of over 2,700 children and youth; receives more than 1,200 new referrals for service per year. Despite the consecutive efficiency gains described above, the high service pressures continue to raise caseloads to over 100 children/youth with special needs per Therapist in many areas of Occupational Therapy, Physiotherapy and Communication Therapy.

Growing Early Development Vulnerability up to 51% vs 32% BC Avg⁶:

- **Surrey 34%:** Overall vulnerability rates for children in Kindergarten have increased in Surrey - White Rock from 28% to 34% in Wave 5 (2012-2013) and Wave 6 (2014-2016) exceeding the provincial average of 32%.
- **Guildford West 51%:** The most significant increase in vulnerability in the South Fraser occurs in Guildford West from 38% in Wave 2 to 51% vulnerability in Wave 6
- **Newton East 47%:** Increased from 35% to 47% overall vulnerability.
- **Langley City North 46%:** overall high vulnerability has ranged between 40% and 47% and currently stands at 46%, comparable to Newton East.

In a number of Surrey & Langley neighbourhoods the vulnerability rate is consistent with Vancouver Inner City neighbourhoods. According to UBC's Human Early Learning Partnership (HELP) HELP, a vulnerability rate of over 10% should be considered unacceptable.

⁶ Source: <http://earlylearning.ubc.ca/interactive-map/>

Child Abuse 5X Greater Risk for Children with Special Needs:

Research reported by The Public Health Agency of Canada, National Clearinghouse on Family Violence has found that children with disabilities are even more vulnerable - **the risk for abuse for children with disabilities may be up to five times greater**⁷ “Of girls with intellectual disabilities, it is estimated that 40% to 70% will be sexually abused before the age of 18.”⁸

Dr. Gregory Taylor, Canada’s Chief Public Health Officer reported in October 2016 that, “Approximately 18% of women and almost 8% of men say they have been *victims of sexual abuse as children*.”⁹

Based on the Statistics Canada 2016 population data above reporting 189,600 children and youth in the South Fraser, conservatively estimating from the CPHO’s report that 10% have been victims of sexual abuse would mean that more than 19,000 South Fraser children and youth may be victims of sexual abuse.

Applying that same conservative estimate of 10% to the 27,000 South Fraser children and youth with special needs identified previously, 2,700 South Fraser children and youth WITH SPECIAL NEEDS may be victims of sexual abuse. However, when “five time greater risk” is applied, up to 13,500 South Fraser children and youth WITH SPECIAL NEEDS may be at risk of sexual abuse.

Conservatively applying data and estimates from Statistics Canada, Canada’s Public Health Officer and the World Health Organization:

- 19,000 South Fraser children and youth may have been victims of sexual abuse
- 13,500 South Fraser children and youth with special needs may be at risk of sexual abuse
- 6,000 - 15,000 children in Surrey may have experienced child sexual and/or physical abuse

30X More Children May Experience Sexual Abuse than Reported to Sophie’s Place:

In 2016, the World Health Organization advised that, “An analysis of nationally representative survey data on the prevalence of violence against children in 96 countries estimates that 1 billion children globally – over half of all children aged 2–17 years – have experienced emotional, physical or sexual violence in the past year. Despite its high prevalence, violence against children is often hidden, unseen or under-reported. Its hidden nature is well documented (3) – for example, a meta-analysis of global data finds **self-reported child sexual abuse 30 times higher and physical abuse 75 times higher** than official reports would suggest.”¹⁰

During the Fiscal Year 2016-2017, 193 children were interviewed at Sophie’s Place CYAC 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. However, based on the World Health Organization’s 2016 findings above, from 30X to 75X that many, or from 6,000 to 15,000 children in Surrey may actually have experienced child sexual and/or physical abuse.

⁷ Public Health Agency of Canada. Abuse of Children with Disabilities Information from The National Clearinghouse on Family Violence (August 2000) http://publications.gc.ca/collections/collection_2012/sc-hc/H72-21-173-2000-eng.pdf Accessed August 24, 2017.

⁸ Public Health Agency of Canada. Violence Against Women with Disabilities from the National Clearinghouse on Family Violence (2004) <http://publications.gc.ca/collections/Collection/H72-22-9-2004E.pdf> Accessed August 24, 2017

⁹ The Chief Public Health Officer’s Report on the State of Public Health in Canada, 2016: A Focus on Family Violence in Canada (Public Health Agency of Canada, Ottawa ON, Publication date: October 2016), Key Messages, p.3

¹⁰ INSPIRE Seven Strategies for Ending Violence Against Children ISBN 978 92 4 156535 6 (World Health Organization 2016), p. 12.

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

Occupational Therapy: COPM - Demonstrated a change of 2.65 on performance and 2.96 on satisfaction - a score of 2.0 is considered clinically significant.

Physiotherapy: COPM - Demonstrated a change of 4.9 on performance and 3.8 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 20 points after receiving services from a Centre Psychologist - this indicates a significant reduction of psychological symptoms after receiving Psychology services at The Centre.

✓ **BSC: Market & Reputation.** The Centre's profile and media advances grew vs last year with increased engagement via social media:

- New website launched in April, 2016
- Facebook: increased from 869 to 1055 Followers
- Twitter: increased from 1921 to 2039 Followers
- Instagram (new platform) built a following of 154
- LinkedIn

➤ **BSC: Corporate BSC: Corporate Stewardship** continues to provide a solid foundation for the other quadrants. The Centre has achieved Total revenues of \$9.7m (up from \$9.3m last year) and a Net revenue amount of \$95.5k (up from \$86k last year, and 17th annual net positive result). In addition to 17th 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 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 for the full fiscal year
- ✓ Payments to Families and business clients are processed within 30 days. Average 176 cheques/month and 2112/year.
- ✓ +2452 A/R invoices (up from 2032 last year) and 2697 (up from 2325 last year) receipts processed in the year.
- ✓ Payroll & benefits for 153+ employees are processed on time and with accuracy 26 times a year;
- ✓ Government remittances made on time.
- ✓ Client files (2,742 active) are kept up-to-date
- ✓ A total of 685 clients discharged in the year
- ✓ A minimum of 389 pages of documents/day

"We really appreciate all the support and service we received for our son in the last 3 years. He loved each staff member and was excited to come to his therapy and activities!"

- Client Satisfaction Survey 2017

2016-17 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

The Centre's Developmental Pediatrician provides medical consultations at The Centre. Dr. Alison Laswick also:

- Delegated agency wide clinical oversight on behalf of the CEO.
- Co-Chairs Clinical Services Committee
- Maintains 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 & indirect consult/assessment to Eating Skills Team clients and additional consult to other Centre professionals.
- Co-presenter of annual "Sleep Smart" parent work shop in May 2016
- Co-contributor, United Way Project Impact "Early Intervention Occupational Therapy", November 2016- June 2017
- Pediatrician – At-Home Program Committee - MCFD

Psychology and Family Services Department

The Psychology department at The Centre for Child Development provides services to children with a developmental disability and a significant behavioural or mental health condition.

- Effectiveness: Clients seen in the Psychology department averaged a decrease of 20 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 806 children and provided 6033 service sessions in the 2016-17 fiscal year



Communication Therapy Department

Our speech-language pathologists work with children with physical or developmental delays to improve their ability to communicate with the people around them.

- New Rehabilitation Activity Worker began in October 2016
- Increased the number of children served from 1,015 to 1,119 and the number of sessions provided from 5,194 to 5,257
- Achieved improvement of 0.68 in "Activity Limitation" (for 79 children) and 0.66 in "Participation Restriction" domain ratings (for 47 children) on the AusTOM for Speech-Language Pathology effectiveness measure pre-and-post-intervention.



Occupational Therapy Department

Occupational therapists work with children who have physical or developmental delays, to maximize the child's ability to function and participate in their family, school and community.

- The Occupational Therapy effectiveness tool (COPM) demonstrated a change of 2.65 on performance and 2.96 on satisfaction for 2016-17 (a score of 2.0 is considered clinically significant).
- OT served 1421 children (up from 1313 last year) and provided 8342 service sessions (up from 7497 last year).

Physiotherapy Department

Our Physiotherapy services help children with rolling, sitting, standing, walking and other gross motor skills.

- The Physiotherapy effectiveness tool (COPM) demonstrated a change of 4.9 on performance and 3.8 on satisfaction for 2016-17 (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 1150 children (up from 1085 last year) and provided 7564 service sessions (up from 7401 last year).



Supported Child Development Department (SCD)

The Supported Child Development Program (SCDP) supports children, who have a developmental delay or disability and may require extra support, to fully participate in inclusive neighbourhood Child Care programs.

- SCD served 823 children in Surrey and White Rock, (up from 742 last year), provided direct support to 305 children during the month of March 2017; operated the Regional Speech and Language Referral program in partnership with CT & managed 133 referrals per month
- On 95 reassessments using the Child Development and Support Needs Assessment Tool, average reassessment = a 4.6 or 21% improvement per child



2016-2017 FUNDRAISED SERVICE 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

The Centre makes casts and splints on-site to improve the function of your child's limbs. On occasion, we'll make a recommendation for a commercial option or other specialized equipment to increase comfort or prevent deformity.

- Through continued donations from the Ken McBain Legacy Fund and the Charles Johnson Charitable Foundation, Casting and Splinting served 70 children, providing 282 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, 2016 and March 31, 2017, the Recreation Services department served a total of 274 clients of which 228 were children with disabilities and 46 were adults with disabilities. There were a total of 2,498 sessions in this fiscal 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 child development centre that provides dietary consultation to children with neurodevelopmental disabilities. The team consists of a Developmental Pediatrician, Speech-Language Pathologist, Occupational Therapist, and Registered Dietician. This year we welcomed a new Occupational Therapist to the team.

- New Clients Seen this fiscal year: 54
- Total Number of Clients Served: 112
- Total Number of Visits: 561
- Percentage Direct Service: 43%
- 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

Equipment Team

The Equipment Team helps the children find the right equipment to make the most of their mobility.

- The Equipment Team saw 103 children through 75 visits.



Preschool/Child Care

At the Surrey site, The Centre runs a preschool program as well as an under 3 child care program and a 3 years to school-age child care program. We also have an off-site preschool program, Lookout Preschool, located in North Delta. All of our early childhood programs are inclusive programs, serving both typically developing children as well as children requiring extra support. These programs are set up for all children to be successful in the program and ensure that each child develops to his or her potential. Our early childhood programs are play-based and guided by BC's Early Learning Framework. We strive to create quality early childhood programs within our community.



As of March 2017, there were 134 children registered in our preschool programs and 27 children registered in our child care programs.

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.

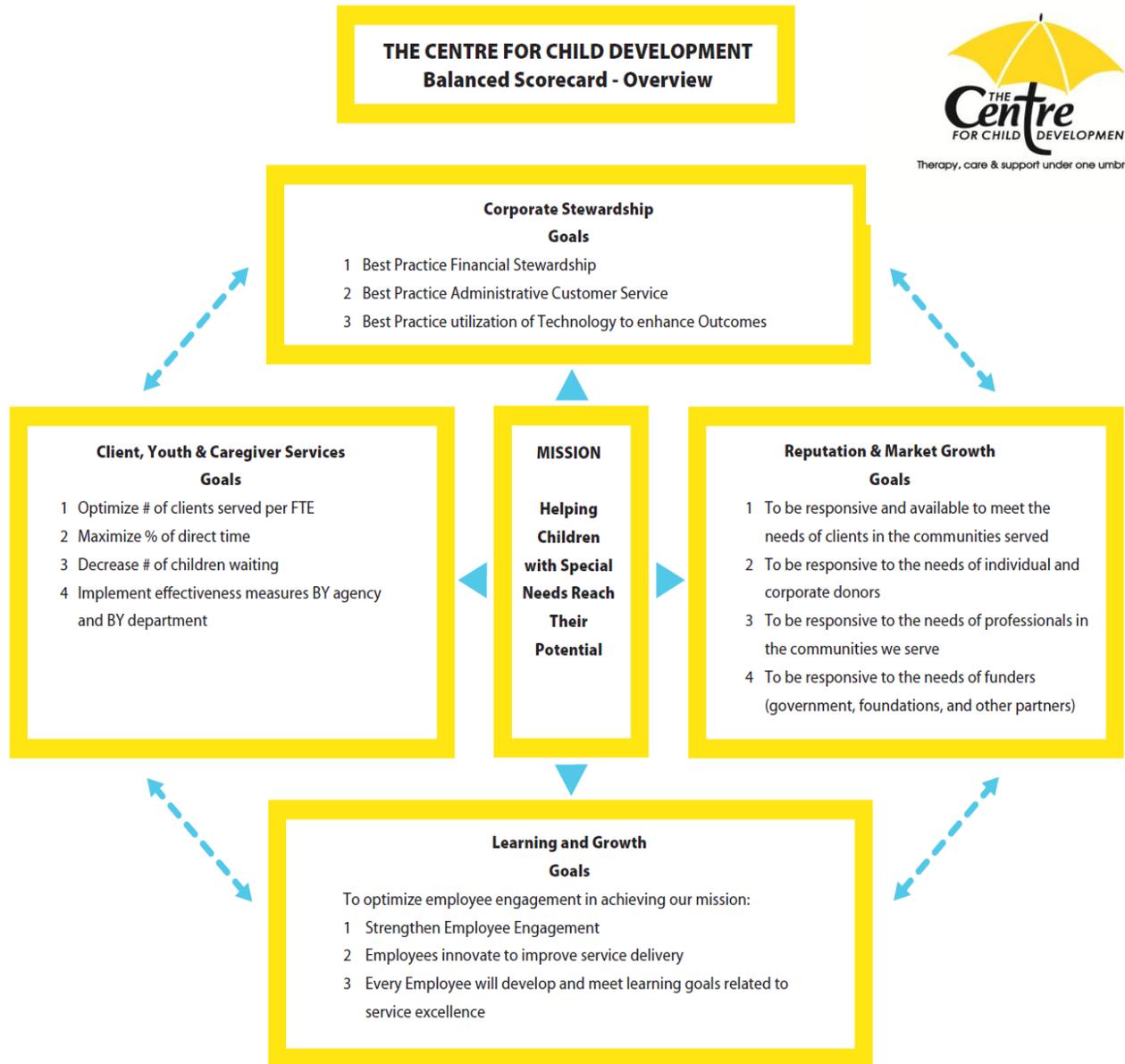
It is the only "one-stop shop"

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, 2017
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 1.3% for 31% gain over six years.
1.2 Maximize % of direct time	Minimum Target set based on average monthly % direct time across all programs vs prior year.	Exceeded Minimum Target across all programs; matched prior year
1.3 Decrease # of children waiting	Decrease Average # of children waiting per Service Area VS prior year	Average # of children waiting per Service Area <i>unchanged</i> Vs prior year; however, <i>caseloads</i> significantly increased
1.4 Implement effectiveness measures BY agency and BY department	Agency wide and all departmental measures selected and initiated	See measures detailed in Executive Summary
GOALS: Reputation & Market Growth	TARGET	STATUS March 31, 2017
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	89% 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 strong partnerships Increased funding by \$400K/yr (see above). CEO, VP Foundation/SP and SP received awards/recognition in 2016/17 for expert contributions (see above) CEO participates as Co-Chair, Child Care Task Force, Member of Surrey Healthier Community Partnership Committee and South Fraser Regional Child and Youth Council;
GOALS: Learning & Growth	TARGET	STATUS March 31, 2017
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 4.69 out of 6 was achieved on the Gallup Q12; shortened Q's to 20 items; participation up to 70% from 62% prior year.
GOALS:	TARGET	STATUS

Learning & Growth		March 31, 2017
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	Staff Awards in transition during 2016/2017 to align with new Balanced Scorecard Performance Evaluation System; all BSC top performers by Department recognized individually by CEO
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 for 3 rd consecutive year 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, 2017
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 stayed the same as previous year at 1.7:1 Net revenue amount of \$95.5K (17th consecutive year 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". Preliminary preparation for assessment of needs for Umby is underway.



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 2016-2017, 193 children were interviewed at Sophie's Place CYAC 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 2nd Provincial Conference for 173 Child & Youth Advocacy Centre professionals across BC providers who serve children and youth victims of abuse and their families.
- *Sophie's Place Child & Youth Advocacy Centre* received Police and Business Partnership Award, Surrey Police Officer of the Year Awards
- *Sergeant Lyndsay O'Ruairc*, Sophie's Place received Police Officer of The Year Award – Nominated by Community and was a recognized nominee, inaugural Surrey Cares Awards
- *Vice President Judy Krawchuk* was a recognized nominee, Surrey Women in Business Awards
- 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
 - 1 Coordinator

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

