



# 2019-2020 ANNUAL REPORT

The Centre for Child Development  
of the Lower Mainland

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CRA# 107646408 RR0001

South Fraser's Centre of Excellence for Children's Medical Rehabilitation & Child Youth Services



# 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

Our highest priority is the well-being, safety, and success of our children.

### **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.

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children's  
needs are  
great...

29,104  
children

have a disability  
of any type  
across the South  
Fraser Region

*this is 10X  
more*

than the 3,000  
children  
we are currently  
able to serve...



# From the Chair & CEO

During the first 11 months of the 2019/2020 fiscal year, we made significant progress expanding our programs and bringing more children into our Centre. The last two weeks of the fiscal year required an **immediate, full scale adoption** of our long-planned Telehealth services.

We would like to particularly thank the following for advancing our cloud based IT deployment and fast-tracking Telehealth for our children and families: Board Director, Ravi Singh, Director of Streaming Platforms, Knowledge Network; Kagnew Asaye, Chief Financial & Risk Officer; Dr. Brian Katz, VP of Child and Youth Services; Tony Miles, Consultant.

We continue to focus on how to safely increase our outreach and programs to keep up with the ever-growing demand for services throughout the South Fraser region. As we estimated need for the next 5 to 20 years, we realized that a definitive, pan-Canadian study on childhood disabilities hasn't been done since 2006. We need a new one as soon as possible to accurately anticipate need – especially now.

Nonetheless, it is clear that while we serve over 3,000 children per year throughout the region, the need is still great: there are an estimated 29,000 children (0-19) with disabilities, over 11,000 of whom have severe to very severe disabilities. The struggle for them to access services is very real and inspires us to work even harder to provide that care.

To support continued growth, we have increased our capacity and aligned our programs within new divisions: Child & Youth Services, Medical Rehabilitation, and Supported Childcare. We have expanded to include the Early Years program for vulnerable or at-risk families. Sophie's Place is expanding services to include children up to age 15 in a purpose-built space at The Centre: this will more than double the 200 children served this year. Our policies are guided by low- to no-barrier inclusivity and cultural sensitivity to ensure that each child served, and their families, are fully addressed in a caring, welcoming environment – even online.

For the 20<sup>th</sup> year in a row, The Centre is posting a net positive revenue over expenses. Total revenue increased to a record \$13M. By ensuring we use best business practices with our Balanced Scorecard strategic planning, we are mindful of the challenges to come for the next fiscal year and beyond.

On behalf of our Board of Directors, we would like to express our sincere gratitude to the staff of The Centre for their dedication to the children of the South Fraser region. We would also like to thank the hard-working voluntary Board of Directors of The Centre and our supporting Child Development Foundation of BC under the leadership of the Foundation's Chair, Brian Mayhew.

As always, our children and families are our inspiration, motivating us to continually innovate to help them reach their potential and succeed in all areas of their lives.



**Joe Hall**  
Chair, Board of Directors



**Gerard Bremault, MSW, RSW**  
Chief Executive Officer

# The Leadership Team

Our Centre is fortunate to have the leadership and guidance of talented and skilled business and community leaders. Our Board of Directors, comprised of the Chair, Officers and Directors, work to ensure our children are given the tools to thrive with dignity and respect in all aspects of their lives.

## Board of Directors



[Joe Hall](#)  
Chair



[Sarah MacDonald](#)  
Vice Chair



[Steven Buchanan](#)  
Treasurer



[Michael Christ](#)  
Secretary



[Marcelo Bohm](#)  
Director



[Sandra Dyck](#)  
Director



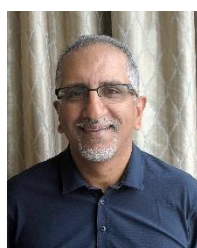
[Sherry Kooner](#)  
Director



[Tony Rossander](#)  
Director



[Sharon Schoeffel](#)  
Director



[Sam Sidhu](#)  
Director



[Ravi Singh](#)  
Director

## Executive Team

[Gerard Bremault](#)  
Chief Executive Officer

[Heather Basham](#)  
VP, Supported Child Care

[Judy Krawchuk](#)  
Senior Consultant, Sophie's Place

[Anne Peterson](#)  
VP, Strategy and Quality Improvement

[Kagnew Asaye](#)  
Chief Financial & Risk Officer

[Karen Edwards](#)  
VP, Medical Rehabilitation Services

[Dr. Alison Laswick](#)  
Developmental Pediatrician

[Judith Reaugh](#)  
VP, Communications and Governance

[Dr. Brian Katz](#)  
VP, Child and Youth Services

[Judy Mann](#)  
VP, Business Development

[Amarjit Sahota](#)  
VP, Sophie's Place

# COVID-19 Response

As a potential pandemic became a reality, The Centre's Executive began to develop plans to continue delivering our services safely, attending especially to the fact that many of our children are medically fragile and vulnerable to illness.

Our first response was to review public health guidance and implement throughout The Centre: emphasize health precautions, hygiene and physical distancing procedures; post handwashing/sanitizing information from the BC CDC & WHO; install additional hand sanitation stations; increase sanitation of high touch surfaces.

The Centre's therapies are considered "essential services" and the children we serve require treatment regardless of a pandemic. By mid-March, the decision was made to transition to Telehealth to protect children, families, and staff. This was accomplished within an extremely short timeframe. ***It is important to realize just what a massive undertaking this was-*** remote work options had been discussed for five years, and successfully implemented within a few weeks without the usual testing and phased-in approach! By the end of April, most clinicians were providing all sessions from remote work-spaces, with in-person sessions for critical needs only. Work is currently underway to grow our online services to reach even more children in need.

To ensure the safety for essential in-person sessions, the Executive Team began work on the first iteration of The Centre's *Protocol for Working During the COVID19 Pandemic* by mid-March. This document determines how services could be delivered within government guidelines: BC CDC, Ministry of Health, Ministry of Child & Family Development, and WorkSafeBC. As the understanding of COVID-19 and guidelines change, so too does our response: protocol revisions are developed and implemented.

The protocol also includes the carefully thought out guidelines for our childcare programs. As one of our "essential services", our childcare centre stayed open to serve those families designated as Tier 1 and 2 essential services workers. Given the vulnerability of many of our children, a focus of our protocol development was establishing robust precautions to ensure the safety of our children, their families, and our staff.

Thanks to our technology implementation team: Board Director Ravi Singh, Director of Streaming Platforms, Knowledge Network; Kagnev Asaye, Chief Financial & Risk Officer; Dr. Brian Katz, VP of Child and Youth Services; Tony Miles, Consultant; and entire Executive Team for all their efforts to transition to working remotely. A special thanks to Dr. Brian Katz, VP of Child and Youth Services, Karen Edwards, VP of Medical Rehabilitation Services, and Judith Reaugh, VP of Communications and Governance for arranging and providing training sessions, developing reference resources, and providing ongoing technological support for all staff. Thank you to our Executive Team, in coordination with Anne Peterson, VP of Strategy and Quality Improvement, for diligently developing and continually refining our COVID Protocols.

# We Continue to Grow

As the South Fraser region grows and the number of children who require our services increase, The Centre stretches budgets and resources to keep up.

Our many programs serve children from birth to 19 years and most services are funded through BC's Ministry of Children & Family Development. As you will read throughout our report, a few programs are unique to the South Fraser region and not usually delivered by a Child Development Centre, such as our Eating Skills Program or our Casting & Splinting Program. For these, we are grateful for the donations and sponsorships from generous supporters.



**5**

**CITIES**

Delta  
Surrey  
Both Langleys  
White Rock

**13+**

**SERVICES**

From Supported Childcare to  
Eating Skills, and many more.  
See list below.

**280+**

**LOCATIONS**

Schools, preschools  
Childcare centres  
Homes, and our 3 Locations:  
Delta, Surrey & Langley

In the past several years, the number of children we have served has reached over 3,000, and this year is no different. The demand for our services grows as fast as the population for the region.

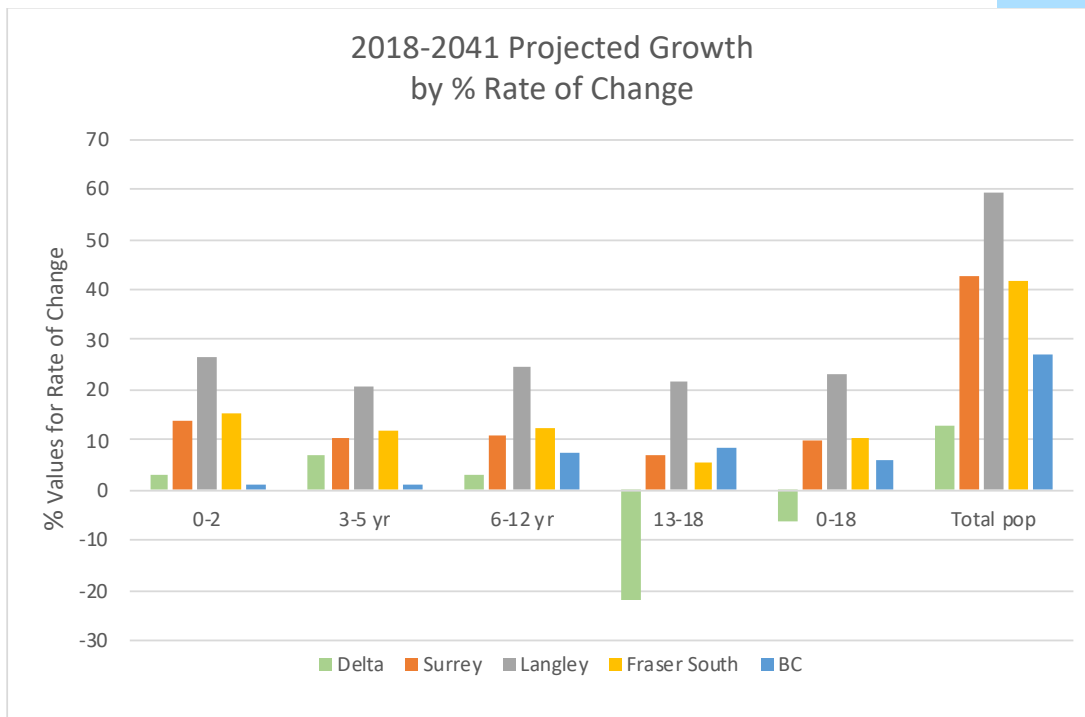


## Summary:

Given that the incidence rate of disability has not been regularly and consistently collected both in frequency and type, our best estimates are based on available data:

- Children 0-19 with Any Disability:** there is an overall total of 29,104 children (0-19) with a disability of any type from mild through moderate and severe disabilities across the South Fraser who could benefit from The Centre's services.
- School Aged Children:** of these, there are 17,245 school aged children with disabilities, calculated by extracting the 6-18 age group from MCFD's 2018 numbers.
- Children with Severe Disabilities:** given The Centre's capacity, we focus primarily on serving children with the most severe disabilities, of whom there are 11,059 throughout the South Fraser region (see Graphs 3A & 3B).

To best understand how the region is growing, the growth rate was calculated for Delta, Surrey, Langley, Fraser South and BC populations in the age ranges used by BC's Ministry of Children & Family Development.<sup>1,2</sup>



**GRAPH 1: The Projected Growth** table describes the rate of change in population from 2018 to 2041. 2018 is the last year posted by MCFD on their website while 2041 is 5 census periods from now.

<sup>1</sup> BC Population Projections <https://www2.gov.bc.ca/gov/content/data/statistics/people-population-community/population/population-projections>. Note: all projection calculations are based on the population projections found on this website in order to be consistent.

<sup>2</sup> MCFD – Who We Serve: Service Delivery Areas Demographic Data <https://mcfcd.gov.bc.ca/reporting/about-us/who-we-serve>. Note: the 2018 population figures for Fraser South are slightly different than the BC Stats webpage.

The rate of change for Surrey and Langley is far greater than BC and is the driver behind the rapid increase in Fraser South’s population growth.

Surrey and Langley are the fastest growing cities in the Lower Mainland and, as the BC Statistics projected population tables demonstrate, will continue to be for at least the next 20 years. That equals a full generation of children to serve.

For 2018, the population of children age 0-18 (per MCFD’s set age intervals) in the South Fraser region was 183,164 which represents nearly 22% of the population. The table below provides a breakdown per city and age group per MCFD.

All graphs are all calculated using BC Statistics projection data for consistency.

MCFD	South of Fraser <sup>3</sup>	Delta	Surrey <sup>4</sup>	Langley	BC
0-18 yrs	183,164	22,760	128,639	34,425	950,370
0-2	26,911	2,772	17,704	5,026	220,625
3-5	28,003	3,061	19,248	5,364	236,900
6-12	68,312	8,190	47,864	12,590	233,860
13-18	59,938	8,737	43,823	11,445	258,980

## Anticipating the Need for Centre Services

The fiscal year 2019-2020 ended just as a pandemic began, therefore it became an even higher priority to anticipate needs and ensure services are in place for the children with disabilities in the South Fraser region.

Our challenge is that the last definitive study on children with disabilities was done **14 years ago** by Statistics Canada in 2006.<sup>5</sup> From that study, we know that the national disability rate was 14.3% overall, with older adults experiencing disabilities at a higher rate than children.

Children	% of total population	% of those with severe disabilities
0-4	1.7%	36.6%
5-14	4.6%	42.4%
15-19	4.6%	29.8%

Recent numbers by various agencies would suggest that these percentages are actually higher than in 2006. An up to date, full study with consistent categories is greatly needed to more accurately plan for children’s needs.

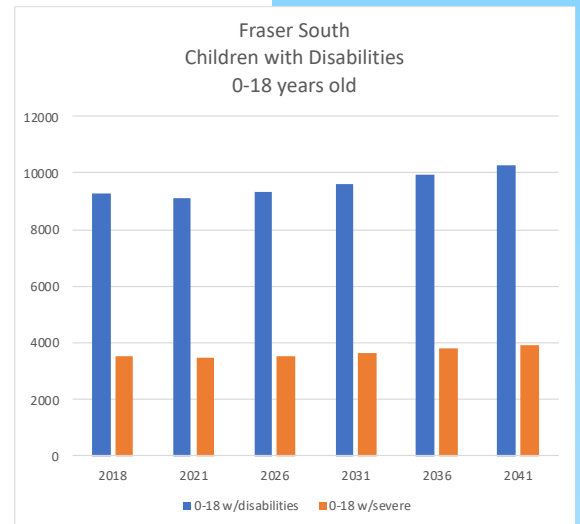
<sup>3</sup> MCFD Who we serve: <https://mcfcd.gov.bc.ca/reporting/about-us/who-we-serve>

<sup>4</sup> BC Population Projections <https://www2.gov.bc.ca/gov/content/data/statistics/people-population-community/population/population-projections>.

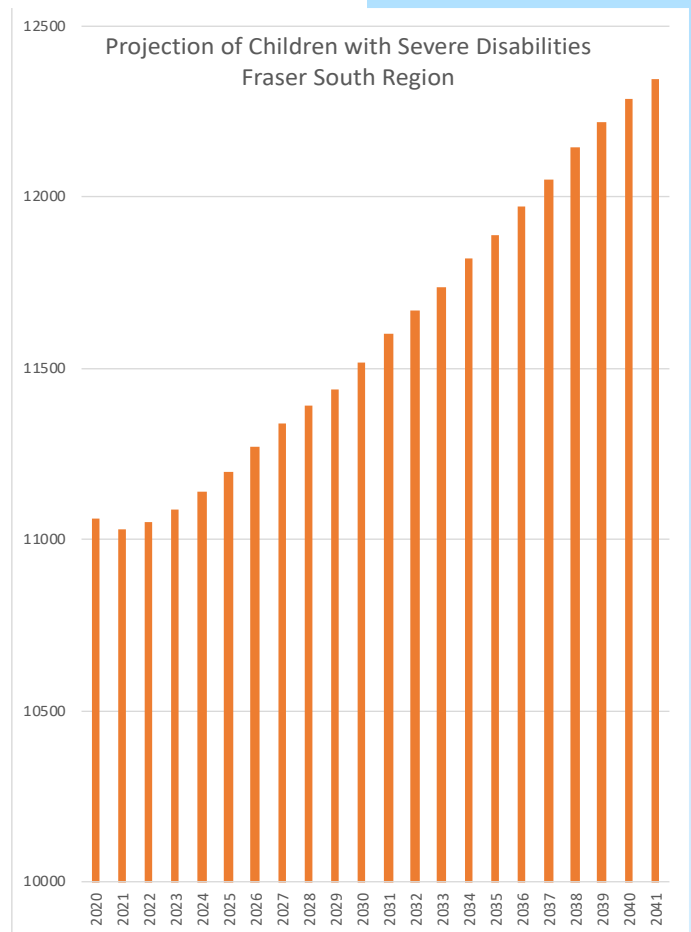
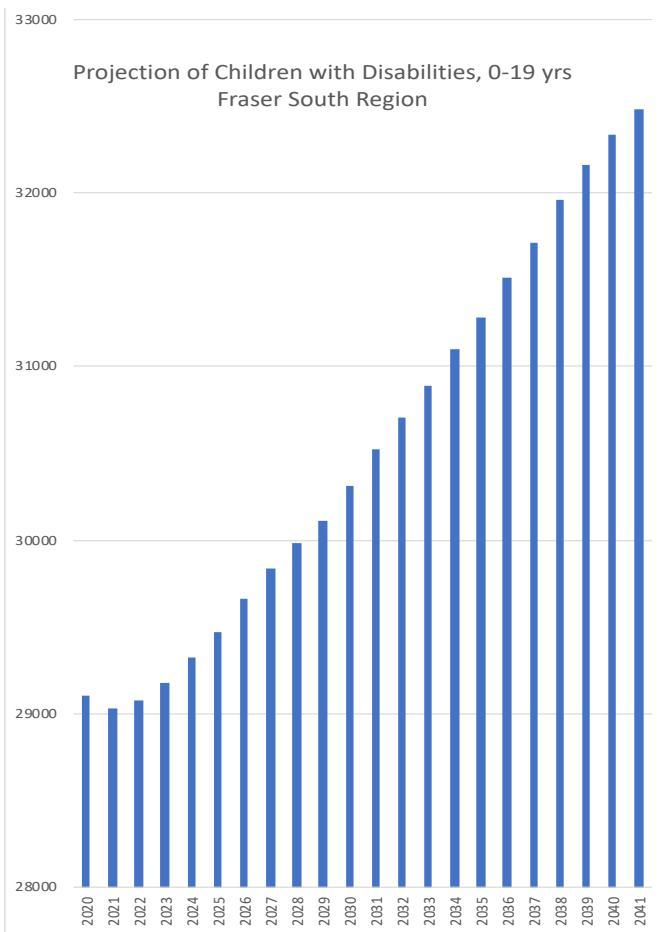
<sup>5</sup> Statistics Canada Study “Disability in Canada: A 2006 Profile” <https://www.canada.ca/en/employment-social-development/programs/disability/arc/disability-2006.html>

**GRAPH 2: Fraser South children 0-18 years old with disabilities** is calculated using 2006 percentage rates and MCFD’s 2018 numbers. From this, we calculate that there are 9,291 children in South Fraser region with disabilities, of whom over 3,500 have severe disabilities.

The last pan Canada study on disabilities was released by Statistics Canada in 2017<sup>6</sup> and did not include children under the age of 15. For the 15-25 year-old cohort, 13% had one or more disabilities, of which about half were mental health conditions. The rates of severe and very severe disabilities are 21% and 22% for all those 15 and older. The study did not delineate between youth and older cohorts for severity.



**GRAPH 3A & 3B: Fraser South children with disabilities projections** were calculated by applying the 2017 StatCan study rates to the BC Statistics projections for 0-19 year-olds. We calculate there are currently 29,104 children with mild to very severe disabilities (GRAPH 3A), of whom 11,059 have severe or very severe disabilities (GRAPH 3B).



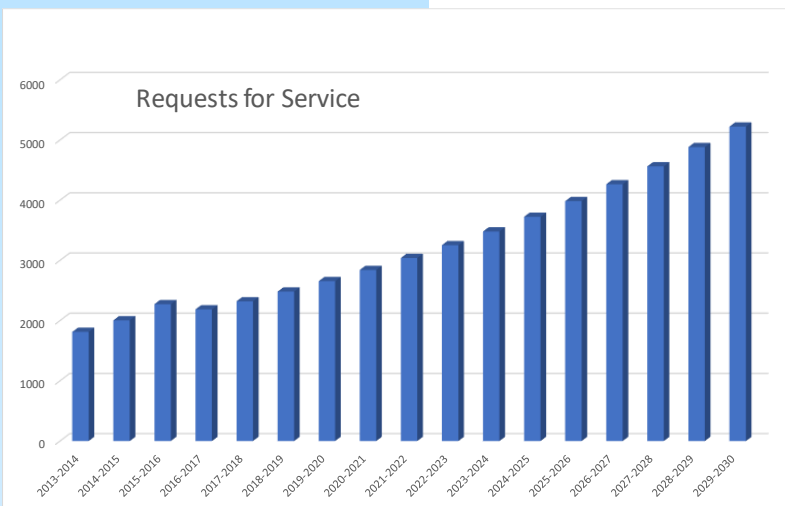
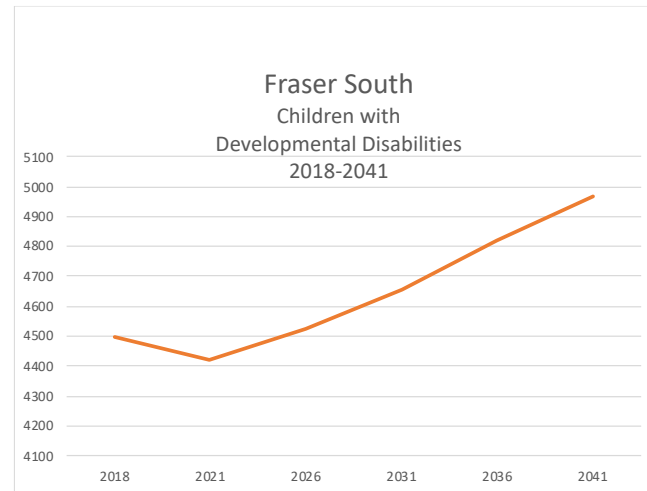
<sup>6</sup> Statistics Canada “Canadian Survey on Disability, 2017” <https://www150.statcan.gc.ca/n1/daily-quotidien/181128/dq181128a-eng.htm>

Our estimates are conservatively based on analysis of StatCan studies and other reports that indicate rates of children with disabilities within the general population. For example, a study in the United States found that rates for children aged 0-17 years in the United States have increased from 16.2% in 2009/11 to 17.8% in 2015/2017, based on analysis of 90,000 children from parent reporting through the nationally representative American National Health Information Survey (NHIS)<sup>7</sup>.

A 2018 study released by the Journal on Developmental Disabilities<sup>8</sup> sought to estimate the prevalence of children in BC who have a developmental disability, as there was little information available. Based on the data sets that were available, they estimated 2.42% of the total population of children (0-19 yrs) had a developmental disability, with just over 50% of those on the Autism Spectrum.

**GRAPH 4: Fraser South children with developmental disabilities** was calculated using the study's 2.42% rate. For the children of Fraser South, this would indicate there are about 4,500 children with developmental disabilities.

All of these estimates demonstrate clearly that the population of children with disabilities is large and growing. The Centre's services are stretched, and staff are doing their utmost to meet the needs of children through the region.



**GRAPH 5: the estimated numbers of requests for services** that was calculated several years ago. These numbers do not fully reflect the experience at The Centre. If a child requires urgent intervention and therapy, The Centre responds quickly to accommodate. However, this may mean moving another child whose needs are significant, but not as acute, down the ever-growing waitlist.

The Centre is grateful for a 30% growth in support but this has not kept up with far greater population growth, including the demand for services which is 10 times our current capacity.

<sup>7</sup> Benjamin Zablotsky, Lindsey I. Black, Matthew J. Maenner, Laura A. Schieve, Melissa L. Danielson, Rebecca H. Bitsko, Stephen J. Blumberg, Michael D. Kogan and Coleen A. Boyle. Prevalence and Trends of Developmental Disabilities among Children in the United States: 2009–2017. *Pediatrics*. October 2019, 144 (4) e20190811; DOI: <https://doi.org/10.1542/peds.2019-0811>

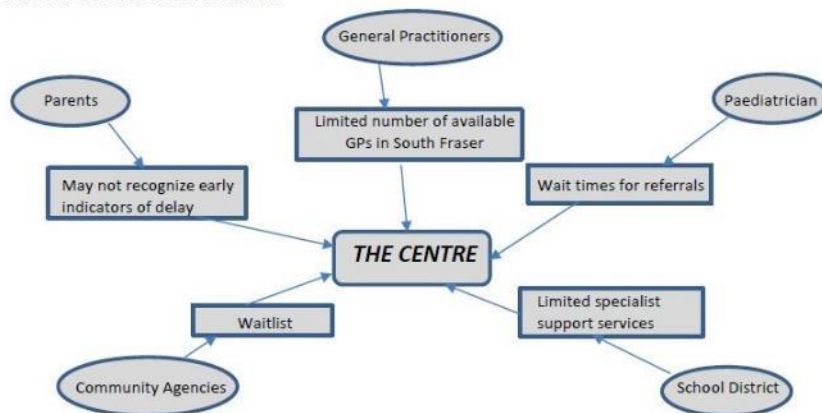
<sup>8</sup> Marquis, McGrail, Hayes, and Tasker. Estimating the Prevalence of Children Who Have a Developmental Disability and Live in the Province of British Columbia. *Journal on Developmental Disabilities*. Volume 23, Number 3, 2018

## Access Challenges

The Centre and the Government of BC recognize that the first 6 years of a child’s development are critical, especially if there are indicators of delay in development. However, families face multiple challenges accessing services that their child needs:

- Caregivers are not able to recognize early indicators
- Limited number of South Fraser GPs
- Long wait lists for referrals to paediatricians and community agencies
- Limited specialist support services at schools
- Other challenges include:
  - Systemic discrimination on the basis of disability and related stigma
  - Language and culture
  - Socio-economic barriers
  - Multiple health challenges within a family
  - Our health system is complex, fragmented, and difficult to navigate

CHALLENGES TO ACCESSING SERVICES



The Centre acknowledges the significant support of the Government of British Columbia and its recognition that,

*“A child’s experiences in the first six years of life affect their immediate and long-term development and have a strong impact on their social and health-related outcomes later in life. Vulnerabilities families may experience during these years can have profound impacts on this journey. Many vulnerabilities can be lessened or even prevented if families have the supports they need... There is demonstrated need to improve the supports and services for families during the early years period, including making them more consistently available, clearer in what they provide, and more welcoming to families of different experiences and levels of vulnerability. There is also a need to create clearer pathways from these programs and services to enhanced supports and services that address vulnerabilities a child or family might face, such as Infant and Youth Mental Health supports and Children & Youth with Special Needs services.”<sup>9</sup>*

<sup>9</sup> Province of BC, EARLY YEARS SERVICE FRAMEWORK JUNE, [https://www2.gov.bc.ca/assets/gov/family-and-social-supports/child-care/provincial-office-for-the-early-years/mcfd\\_early\\_years\\_service\\_framework.pdf](https://www2.gov.bc.ca/assets/gov/family-and-social-supports/child-care/provincial-office-for-the-early-years/mcfd_early_years_service_framework.pdf) pages 3, 7


Therefore, The Centre is actively working on expanding our facilities and services to provide even more welcoming spaces and pathways for children and families to receive the help they need when they need it. In particular, The Centre is expanding integrated services with Communication Therapy, Physiotherapy & Occupational Therapy for those critical early development years.

Critical to this work is the Early Years Program. Read more about the wonderful outreach work done by The Centre on page 22.

## Renovations and Expansion Projects

The Centre's was originally built in 1974 and has had multiple additions and improvements throughout the years. As the demand for our services continues to grow, our buildings expanded to accommodate these needs.

In the past several years, The Centre has:

-  Installed a new occupational therapy gym floor; new physiotherapy gym floor; hallway & stairwell carpeting
-  Created 37 new daycare spaces
-  Completely renovated Communication Therapy wing
-  Added a new roof and more efficient operating plant
-  Created a new Medical Suite co-locating our Developmental Pediatrician's Office, Examining Room and Family Room adjacent to Reception, and
-  Opened bright, fresh, new Therapy offices and Staff Room on our lower floor

We thank our government partners, corporate supporters, donors and the generosity of all those who help us provide a safe and welcoming space for all our children. With your support, we are able to continue expanding our services to help even more children with special needs reach their potential.

We are excited to feature several projects that were recently completed or are currently underway, made possible by your continued support.

**1. Physiotherapy & Occupational Gyms' Renovations** – Thanks to our partnership with G&F Financial Group, the funds raised at their 2019 golf tournament helped The Centre renovate both the Occupational Therapy and the Physiotherapy gym floors – two of the busiest spaces in The Centre.

The previously carpeted gym floors were taken down to the subfloor, leveled, and completely renovated. The new easy-to-clean linoleum floors are cushioned, allowing even the most fragile children to fall safely. Our children learn to move, wriggle, reach, climb, bounce, and some even take their very first steps in our gyms. This exploration is a critical part of children's development as they develop their skills to engage and be part of the community around them: now they can do so in a safe, friendly, and supportive environment.

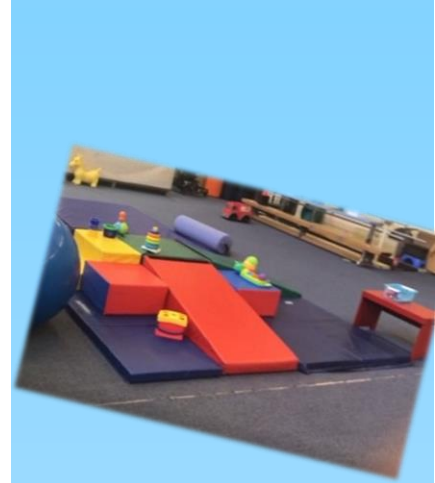
Thanks to the efforts of our friends at RAM Construction, we were able to stretch these funds to include installation of some new, energy-efficient windows and a fresh coat of paint to brighten both gyms' walls.

With the continued generosity of G&F Financial through the proceeds of their 2020 Virtual Golf Tournament fundraiser, RAM Construction, and other donors, the next phase of the gym renovations will include installation of additional energy-efficient windows and a much-needed AC system to provide cooling for year round service.

**2. Hallway Flooring** – Our partners at G&F Financial secured additional funding to help us replace the worn carpeting throughout the main hallways and stairwells. The existing carpet had seen many decades of heavy traffic and was wearing very thin in several areas. We are so grateful that our children with mobility aids will find it easier to wheel themselves toward their favourite spaces – the OT & PT gyms!

**3. Expanding Sophie's Place** – Sophie's Place currently provides collaborative protection services to children up to 10 years old who have been physically and/or sexually abused. The award-winning, best practices model of services in a child-friendly location are provided by the RCMP, the Ministry of Children and Family Development, and the Ministry of Public Safety and Solicitor General.

The demand for Sophie's Place services outstrips current capacity. In order to expand services to include youths aged 11 to 15 years old, a new, larger space was renovated to allow RCMP and agency staff to increase their capacity and resources. The redevelopment is nearly complete with RCMP and agency staff moving to the new, larger space during the summer of 2020.





**4. Expanding available service space** – The growing demand for our services is outstripping our existing space, requiring us to find innovative solutions and create space for the children who most need our support.

Conceptual planning is underway to maximize existing space and find ways to expand structures (SCD Learning & Resource portable) to increase accessible, cheerful spaces for our children and for the staff who provide much needed services.

As part of the Sophie’s Place redevelopment, some of their former space will be repurposed for the Supported Child Development Team. The new area for SCD will provide much needed collaborative areas and alleviate some of the crowding in our main building.

**The Children’s Learning & Resource Centre** – The Centre for Child Development is developing a regional SCD Training and Resource Centre that will enhance Early Childhood Education professionals’ skills to support children with special needs in community settings across the South Fraser region.

Training may be provided by The Centre’s clinical leaders, SCD consultants, pediatric therapists and regional community partner specialists. The Resource Centre will be in a large new purpose-built portable on The Centre’s Surrey site.

**5. Children’s Therapy Assessment Playground**– The Centre constructed an innovative, state-of-the-art play and therapy area accessible to children of all abilities. Therapists are able to observe children’s movements and provide therapeutic care while children play in a colourful, interactive setting on the safest surfaces. From swings that are wheelchair accessible to a textured “glass” wall, there is much to engage the inquisitive child in a natural, integrated setting. The playground opened in 2019 and planning is underway for further expansions.
















































































# Summary of The Centre's Services for South Fraser



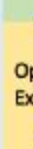

## Medical Rehabilitation & Support

## Child, Youth & Family Support

	<b>Complex Developmental Behavioural Conditions</b> e.g., Fetal Alcohol Syndrome, Substance Exposure	<b>Congenital Anomalies/ Genetic Syndrome</b> e.g., Cleft Palate, Down's Syndrome, Fragile X Syndrome, Williams Syndrome	<b>Developmental Disorders</b> e.g., Autism, Asperger, Fine or Gross Motor Delay, Language Disorders, Visual or Hearing Impairment	<b>Neurological Disorders</b> e.g., Ataxia, Cerebral Palsy, Muscular Dystrophy, Epilepsy, Spina Bifida	<b>Orthopedic Diseases</b> e.g., Arthrogryposis, Scoliosis, Club Foot Casting & Splinting	<b>Sophie's Place Child Abuse</b> e.g., physical and/or sexual abuse	<b>Early Years</b> e.g., vulnerable families, new Canadians, young families
Casting & Splinting							
Childcare/Preschool							
Communication Therapy							
Developmental Medicine							
Early Childhood Education							
Eating Skills							
Equipment Team							
Occupational Therapy							
Parent Support							
Physiotherapy							
Psychology/Social Work							
Recreation Therapy							
RCMP/Police Services							
Service Navigators							
Supported Child Development							
Victim Support Services							

# Summary of The Centre's Strategic Plan

The Centre for Child Development Balanced Scorecard

BSC	Strategic Objectives	Performance targets	Status	Initiatives 2020-21
 <b>Corporate Resilience</b>	<b>ORGANIZATION:</b> Maintain a viable & financially strong organization Diversify revenue sources <b>GROWTH:</b> Build strong sustainable stakeholder relationships Expand services & programs Identify & advocate for local & regional needs	<ul style="list-style-type: none"> <li>Deficit/Surplus – at min 0% deficit</li> <li>Asset to liability ratio min 2:1</li> <li>Contract status – at min 0% decrease</li> <li>% revenue from non-gov't sources at least 5%</li> <li>Programs – at least same #</li> </ul>	<ul style="list-style-type: none"> <li>Surplus \$152,306</li> <li>1.72:1</li> <li>13% increase in revenue</li> <li>11% of revenue from non-gov't sources</li> <li>Added Early Years contract to Centre programs</li> </ul>	Develop sustainable hybrid service delivery model Promote & expand programs throughout South Fraser Increase partnerships to enhance outreach opportunities
 <b>Service Reputation</b>	<b>SERVICE QUALITY:</b> Meet / exceed the expectations of persons served <b>KNOWLEDGE &amp; INFLUENCE:</b> Be responsive to professional colleagues Be responsive to changing needs for persons served and their community Establish reputation for innovation	<ul style="list-style-type: none"> <li>CARF Accreditation in good standing</li> <li>Client satisfaction w/service 80%</li> <li>Client satisfaction w/staff 80%</li> <li>Client satisfaction w/Centre 80%</li> <li>Client complaint resolution 90%</li> <li>Professionals satisfaction 70%</li> </ul>	<ul style="list-style-type: none"> <li>CARF was postponed.</li> <li>New satisfaction tools in place. Pilot results demonstrate 94-96% client satisfaction in aggregate.</li> <li>Professional survey tool not completed for 2019-20</li> </ul>	CARF anticipated Nov.2020 Adapt & expand survey tools for both online & in person services. Complete new professional tool and implement as part of communications strategy
 <b>Operational Excellence</b>	<b>TECH:</b> Secure data with enhanced tech measures Tighten Privacy & Confidentiality procedures Review/ develop policies & procedures for Nucleus Coordinate with Nucleus re data analysis <b>OPERATIONS:</b> Optimize services & program delivery effectively & efficiently Decrease administrative burden for persons served and staff <b>EVIDENCE MEASURES:</b> Review & refine measures of service effectiveness Review & refine appropriate measures for efficient service delivery	<ul style="list-style-type: none"> <li>Completion of improved tech security measures</li> <li>Completion of new privacy policy/procedures</li> <li>Improved Nucleus reporting</li> <li>Aggregate of each department client improvement ratings</li> <li>Clients per FTE (avg 29-40)</li> <li>Direct Time as an avg %</li> <li>Project status of form reductions &amp; other admin efficiencies</li> <li>Min 5% of all persons served files reviewed per annum</li> <li>Average quality of files per quarter(Q) of 75% (good or great)</li> </ul>	<ul style="list-style-type: none"> <li>All conversion to secure cloud-based services complete.</li> <li>Discussions underway with Nucleus to improve reports</li> <li>Aggregate average improvement meeting/exceeding expectations</li> <li>#clients per FTE 37.6</li> <li>Direct time 45.7%</li> <li>Files reviewed: 9% of total</li> <li>File quality per Quarter: 67%, 78%, 69%, 82%</li> </ul>	Adapt online service models to Centre therapies Develop strategies to enhance online service programs Develop appropriate effective & efficiency measures that reflect changes in delivery due to pandemic impact. Adjust admin & quarterly report processes due to pandemic impact.
 <b>Professional Development</b>	<b>Foster continuous learning &amp; innovation</b> Encourage professional development, goal setting, & achievement Ensure all staff have tools & support they needs to succeed	<ul style="list-style-type: none"> <li>Staff education satisfaction 80%</li> <li>Involvement in QI activities/ on committees/ training/ conferences</li> <li>Individual performance goals &amp; evaluations</li> </ul>	<ul style="list-style-type: none"> <li>Staff evaluations: 85%</li> <li>Multiple QI teams &amp; task groups under CQI Team</li> <li>Performance Eval system still successful across depts</li> </ul>	Include staff training/ engagement in quarterly reports to track staff engagement & innovation

Trust  
CEO

# Financial Health

The Centre for Child Development is the largest child development centre (CDC) in Western Canada and one of only three CDCs in Canada to be accredited by the International Commission on the Accreditation of Rehabilitation Facilities (CARF) for both Child and Youth Services and Medical Rehabilitation.

Our mandate is to ensure our children benefit from multi-disciplinary teams providing early intervention, school age medical rehabilitation therapies and more: details are listed on page 17.

The Centre is accountable to our children and their families, our stakeholders, and our funders to be efficient and effective in the delivery of those services.

The Centre's "snapshot" of the organization by the numbers:

- 20 years** Of operating "in the black"; 2019-20 net revenue of \$152,306
- \$13 M** Total revenue, up from \$11.7 M previous fiscal year
- 3,057** Persons served receiving service in 2019-20, many in multiple programs
- 178** Persons served through Sophie's Place
- 2,270** Children discharged within 2019-20 fiscal year
- 1,040** Child referrals, waiting for service
- 268** Average number of payment cheques processed per month for families
- 3,212** Total payment cheques distributed to families and vendors within fiscal year
- 2,288** A/R invoices, down from 2,809 previous fiscal year
- 2,274** Receipts processed, down from 2,448 previous fiscal year
- 161** Total staff
- 22** New hires in 2019-20 fiscal
- 14** Staff retired or moved to other positions in the community

# The Centre's Achievements

Most of the programs below are primarily funded by the Ministry of Children and Family Development (MCFD). We have been able to create more space and services in most programs for South Fraser's children.

## Developmental Pediatrician

As The Centre's Developmental Pediatrician, Dr. Alison Laswick:

- Is delegated agency-wide clinical oversight, on behalf of the CEO
- Co-Chairs the Clinical Services Committee
- Reviews and recommends medical policies for the Centre in compliance with standards set by the Commission on Accreditation of Rehabilitation Facilities (CARF)
- Provides medical support to Child and Family Centered multidisciplinary care teams
- Provides direct & indirect consultation/assessment to Eating Skills Team clients and additional consultation to other Centre professionals – for more information, see page 26.
- 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
- Evaluates and triages referrals to The Centre for intake
- Provides telephone consultation to referring physicians if necessary
- Provides medical liaison with family physicians, primary care providers, community pediatricians & pediatric specialists at BC Children's Hospital and Sunny Hill Health Centre for Children.
- Is a Pediatrician Member of the At-Home Program Committee, MCFD
- Provided specialized consultation to The Centre's group of Supported Child Development Consultants (March 2019)
- Was a co-presenter of "Sleep Smart" parent workshops at the Centre (May and November, 2019)
- Engages with the BC Pediatric Society on issues related to Pediatric Neurodevelopmental Disabilities, and
- Provides advocacy on behalf of children and youth with neurodevelopmental disabilities and their families to health care providers and support agencies.

## Child & Youth Services Division

The Child & Youth Services Division was created in 2019 and consolidates the Psychology, Family Services, FASD Key Worker Program, and Early Years Programs, as well as the Intake and regional Central Speech Referral services. Combined, these services provide Mental Health supports, Family Services, Parent Support, Key Worker support, and other associated programs under the direction of Dr. Brian Katz, Vice President of Child & Youth Services.

### Psychology and Family Services

The Department of Psychology and Family Services is comprised of the Mental Health, Parent Support, Key Worker, and Family Services programs.

- The Psychology program serves children who have both a developmental disability and a significant behaviour and/or mental health concern. Centre Psychologists and Mental Health Clinicians work with clients and families learn skills to deal with issues such as anxiety, depression, and behavioural problems.
- The Parent Support program assists caregivers of children with disabilities with achieving developmental tasks such as sleeping and toileting, which may be more difficult as a result of the child's disability.
- Family Services assists families with navigating the healthcare system, advocacy, and applying for funding for specialized needs such as equipment or home renovations.
- The Key Worker program serves families with a child or youth affected by Fetal Alcohol Spectrum Disorder or a related neurodevelopmental disorder (NDD). Key Workers serve as experts who can provide families with education about NDDs, link clients with appropriate community services, provide training to other professionals such as counsellors, teachers and police about working with children with an NDD, and assist families with advocating for their children.

For 2019-2020, the Department of Psychology and Family Services served **772** unique clients and provided **6,943** hours of client service.

Effectiveness: Clients seen in the Psychology department averaged a decrease of **16** points on the Behavioral Assessment System for Children (BASC-3) after receiving services from a Centre Psychologist or Mental Health Clinician. This indicates that clients experience significantly less behavioural and mental health problems as a result of receiving services in the department.

**772**  
SERVED

**6,943**  
Service Hours

**16 Point**  
Average  
Improvement

Estimated  
**300**  
Families  
Served

## Early Years

2019-2020 saw the mid-year implementation of The Centre's new Early Years program in partnership with Sources–Infant Development Program. Based out of our Early Years Hub in Newton, the Early Years program provides a low-barrier program for all families with children ages birth through 6 years old. Families in the Early Years program can meet with a Navigator to be connected with appropriate community services such as childcare or housing, attend one of our early child education groups, or participate in one of our parent support groups. The Early Years program also actively collaborates with community agencies such as libraries, food banks, and charitable organizations to partner on delivering service to vulnerable families with young children. The new Early Years program served **300** children, adults, and families during the final 6 months of fiscal year 2019-2020.



**693**  
Children  
gained access  
to service  
  
**2,663**  
Processed  
requests for  
service

## Intake

The Centre's Intake team manages all requests for services at The Centre. Furthermore, The Centre is contracted by the Provincial government to coordinate all requests for speech-language pathology services for children from birth to school age in the South Fraser region (Surrey, White Rock, Delta, and Langley). In 2019-2020, The Centre's Intake office processed service requests for **693** new children who will be served at The Centre. Referrals for an additional **1,970** children in need of speech-language pathology services were processed by The Centre's Intake team and referred to other community agencies, including Fraser Health, in accordance with each agencies' contracted mandate. In sum, a total of **2,663** referrals for service—many with requests for multiple services—were processed by the Centre's Intake team during the year. The Provincial government continues to place its confidence in The Centre and our Intake team by maintaining funding for The Centre to effectively and efficiently process all requests for speech-language services in the South Fraser region.

## Medical Rehabilitation Services Division

In 2019, the Occupational Therapy (OT), Physiotherapy (PT), Communication Therapy (CT) and Recreation Services departments and specialized services were consolidated into the Medical Rehabilitation Services Division under the direction of Karen Edwards, Vice President of Medical Rehabilitation Services. Programs throughout The Centre continue to be integrated even with this new structure. For example, Occupational Therapy, Physiotherapy and Communication Therapy staff provided support and education for SCD's child/parent groups. For these three therapy departments, the last month of the fiscal year was the beginning of an exciting new program of Virtual Therapy.

### Communication Therapy

Our Speech-Language Pathologists (SLPs) work with children with physical or developmental delays to improve their ability to communicate more effectively with the people around them. Helping families and caregivers learn strategies they can use in everyday environments is emphasized.

Between April 2019-March 2020, the following groups were run for families:

- Songs & Rhymes was held in October/November 2019 and led by the CT rehab assistant worker plus a supervising SLP.
- Sing and Splash was offered in April to June 2019 in conjunction with the Physiotherapy department. The group was run by a CT rehab assistant worker and a supervising SLP. A second group had just started in March 2020 when The Centre had to close to in-person visits.
- More Than Words is a parent-training program for children with ASD which ran twice. A third group was approximately halfway through in mid-March when the department moved to providing speech-language services virtually due to the COVID-19 pandemic. The remaining sessions were offered on an individual basis to those families enrolled in the course.

Staff also gave presentations on language strategies and development to community partners including Options, Inclusion Langley (SCD), IDP Surrey and community preschools.

We are now using the parent report version of the FOCUS-32 (Focus Outcomes Communication Under Six) as our outcome measure. Since the department began using this measure last year, only one data point has been obtained for most eligible children. Staff will be obtaining a second data point in the summer of 2020 for those children being discharged to kindergarten.



1,093  
Children

425  
New

7,318  
Total service  
hours

1,431

Children

619

New

16,384

Total service  
hours

1,060

Children

425

New

11,979

Total service  
hours

## Occupational Therapy

Our Occupational Therapists assist children and youth in being as independent as possible in all their daily living activities including self-care, play and schoolwork. Our OT Gym received new flooring, windows and newly painted walls thanks to G&F Financial Group's charitable donations and the work of our partners at RAM Construction. We are looking forward to providing therapy sessions to our clients in this new environment.

Our highly specialized Sensory Assessments for MCFD-referred clients continues to be a success, with **92** children and youth receiving service. Additionally, the sensory services we provide to the Lower Fraser Valley Aboriginal Society continue to be valued - we receive positive feedback about both individual client sessions and staff education programs.

We are expanding the skill base for specialized OT services by ensuring that we have two OTs on our Eating Skills and Equipment Teams. We will extend this to our Casting and Splinting program next year. This will strengthen our capacity to provide these specialized services in the face of increasing demand.

In the community, we continue to enhance accessibility for children with special needs by providing ongoing consultation to the Surrey Children's Festival and providing training to programs such as Super Chef.

## Physiotherapy

Our Physiotherapists' help children develop their movement, balance and coordination skills to enable them to participate not only in daily family life but also in school, community & recreational activities. Our staff have been using our new Outdoor Assessment Lab/Playground more frequently than expected, even during the winter months. Many of our children look forward to the challenges provided in this unique play space when they come for their Physiotherapy sessions.

The PT department has also been very fortunate this year to benefit from new flooring and windows in the gym, which were installed through December and January. Along with a fresh coat of paint, everyone felt like they were working in a brand-new environment when we returned in the new year. Now therapists can easily wipe up spills and not watch their wheeled equipment roll away as they work. Thank you to G&F Financial Group, RAM construction and all of the other donors that helped make this possible.

The Physiotherapy department continued to provide group sessions for early movers, newly walking, and ongoing gross motor development. Collaborative groups with CT and OT departments continued both in the gym and pool areas.



## Fundraised Services

The following specialized programs are funded through program fees and/or donations, grants, and funds raised by the Child Development Foundation of BC. We are very grateful for those who recognize the importance of having the following services available to children in the South Fraser region.



## Recreation Services

The Recreation Services department provides recreation resources and opportunities to children, youth, and families to improve functioning, independence, health, and well-being through recreational experiences. The Recreation Services team collaborates with other departments to provide aquatic-based therapeutic services, including Occupational Therapy, Physiotherapy, and Communications Therapy. The services of the Recreation Services department are completely supported by fundraising and gifts from generous donors.

In August and September 2019, we undertook major improvements to the pool area with a very generous donation by the Djavad Mowafaghian Foundation and with funds raised at our 2018 Gala of Hope. The improvements included a total refurbishment of two showers; re-grouting of the tiles in pool basin; purchases of a new ceiling lift and three hydraulic change tables (ensuring access for children with various mobility levels); new paint, lighting and plumbing fixtures for the changerooms; improvements to air quality equipment for offices and pool areas; and the purchase of many new pieces of assessment equipment and lots of new toys for use in the pool. Thanks to ongoing support from the SurreyCares Foundation, we've been able to expand our available sessions to include at least one Saturday per month. These increased session times enable parents working during the week to participate more fully in their child's treatments.

## Casting & Splinting

Thanks to the continued support of the Ken McBain Legacy Fund and the Charles Johnson Charitable Foundation, customized casts and splints are made on-site to improve the function of a child's limbs.

This program is unique to The Centre for Child Development. As children grow and change, so must their splints and devices. This can happen frequently for some children which means numerous changes and adaptations. On occasion, the OT & PT on the Casting and Splinting team make a recommendation for a commercial option, which they will then customize for comfort and continued prevention of deformities.



220  
Children

41  
Adults

1962  
Sessions

56  
Children

33  
New

281  
Service hours

126  
Children  
55  
New  
1436  
Service hours

## Eating Skills Team

The 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 Therapists, and a Registered Dietician. The team meets weekly to review all children seen, new referrals and urgent issues.

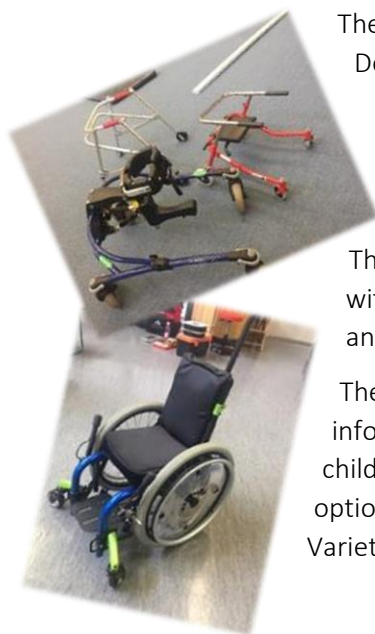
The EST is an intensive program for our most medically involved and youngest clients. Most new clients require all three disciplines at the beginning of their service. Following the initial assessment and recommendations, clients may continue to receive multiple services. For the 2019-20 fiscal year, **78% of visits were multidisciplinary.**

Ongoing professional development is a key strategy in maintaining the expertise of the team. This year the entire team benefited from *Feeding Matters*, the annual International Pediatric Feeding Disorders conference. Individual staff attended education for advanced training for providing nutritional support to G-tube fed individuals and continued education on feeding and swallowing.

Equally important to professional development is sharing our expertise with other professionals. This year our SLP supervised and provided training to a SLP to assist in her College registration. As well, our OTs provided training on the International Dysphagia Diet Standardization Initiative to the rest of our OT department.

We continue to collaborate with Centre therapists and other professionals. Our strong relationships with the physicians and clinicians at Surrey Memorial Hospital, Sunny Hill Health Centre for Children and BC Children's Hospital continue to benefit our clients. As well, our Developmental Pediatrician has developed collaborative relationships with community pediatricians and physicians, which facilitates the sharing of the medical information that is so vital for the health of our clients.

## Equipment Team



The Equipment Team is a multidisciplinary program of the OT and PT Departments.

The team works in consultation with the child, their family, their therapists, and equipment suppliers to meet the child's functional positioning and mobility needs and goals.

The team monitors for growth and physical changes, collaborating with physicians and specialists at BC Children's Hospital when reviews and surgical interventions may be necessary.

The Equipment Team strives to provide therapists with up-to-date information on new products in the marketplace that might benefit children and families. They also aim to remain current on funding options through the main equipment funders: At Home Program, Variety, and other community funders.

## Supported Childcare Division

The Supported Child Care Division was created in 2019 to combine the services provided by the Supported Child Development department and the Child Care department, under the direction of Heather Basham, Vice President of Supported Child Care. The Supported Child Care Division oversees the work of Supported Child Development workers and consultants who provide services throughout the region in more than 100 childcare and preschool settings and The Centre's own childcare and preschool programs. Our Child Care department includes daycare services at our Surrey site for children up to five years of age and preschool classes at our Surrey site and our Lookout Preschool in Delta.

## Supported Child Development

This year, the Supported Child Development program (SCD) provided service to **1,150** children who have a developmental delay or a disability. The support provided throughout Surrey and White Rock by our program workers enables children to fully participate in inclusive neighbourhood childcare programs.

Reassessments, using the Child Development and Support Needs Assessment Tool, were completed on 174 score sheets – up from 103 last year. The overall average of improvement was 5.0 points or 25.7% per child.

99

Children

42

New

539

Service hours

1,150

Children  
Supported

25.7%

Average  
improvement

237

Children in  
Preschool

57

Children in  
Childcare

## Preschool and Childcare

Our early childhood programs are inclusive, serving both typically developing children as well as children who require support to participate in the programs. These programs are set up for all children to be successful and to ensure that each child develops to their 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 communities of Surrey and Delta.



At the Surrey site, The Centre runs a Preschool Program and two Child Care Programs. We also have an off-site preschool program in Delta; Lookout Preschool.

The Centre for Child Development childcare programs continue to work in partnership with the Ministry for Children and Families as a prototype site for the BC Government's universal childcare initiative, providing BC families \$10 per day childcare. In December 2019, we were notified that we would continue to be a prototype site for \$10 per day childcare until March 2021. Part of our commitment as a prototype is hosting three site visits, where a representative from the Ministry meets with a parent focus group, conducts interviews, surveys, observations and completes an evaluation of the programs. Our last site visit was completed in January 2020.

The new inclusive playground and outdoor assessment lab is used every day, year-round, in accordance with our active play programs. We have been fortunate in being able to add a We-Saw and treehouse with dual slides to the playground.

The onset of the COVID-19 pandemic at the end of the fiscal year meant prioritizing the childcare needs of Tier 1 and Tier 2 essential health care workers. We will keep our children and families safe with enhanced cleaning, more individual play opportunities and maintaining physical distancing as much as possible.





**Vision:** A community that stands up against child abuse, empowering children to be resilient and thrive.

**Mission:** Sophie's Place Child & Youth Advocacy Centre provides a multidisciplinary response to child and youth victims of abuse that fosters trust, justice, healing and resilience.



## Sophie's Place Child & Youth Advocacy Centre

This past fiscal year has been very busy for Sophie's Place as we plan for the expansion our services to include youth aged 11-15. Sophie's Place, along with The Centre CEO and our partners, have collaborated to obtain the necessary resources to construct an additional 4,000 sq.ft. space which will accommodate the multi-disciplinary care that all children require when they experience abuse.

This expansion could not have been possible without the generous support of our partners and our funders. The construction and program supports are anticipated to be completed in Fall 2020.

To assist our children and their families, a committee is developing a court booklet specifically for children. The booklet will:

- Explain in simple language what happens in a court setting;
- Who will be there and what they do;
- Who will support the child witnesses; and
- Where the children and their families can find additional help.

As the growing population of the region is young and diverse, the booklet will be translated into Punjabi and possibly another language if funds allow. This project is funded by a Ministry of Public Safety and Solicitor General's Civil Forfeiture grant.

Sophie's Place partners strive to increase our knowledge and ensure all our services are culturally responsive and inclusive. In the past year, Sophie's Place was honoured to be able to host a "Gathering the Circle" open house. Elders and representatives from the Indigenous nations and other community partners attended and enriched our awareness of the needs of our Indigenous families.

A follow-up meeting of Elders was held October 16, 2019 to build on what was generously shared by our Indigenous leaders and determine next steps.

Sophie's Place welcomed a new Vice President, Amarjit Sahota as Judy Krawchuk moved into the role of Senior Consultant.

This work would not be possible without the support of our Sophie's Place Child and Youth Advocacy Centre (CYAC) collaborating partners: Ministry of Children and Family Development, Surrey RCMP, Ministry of Public Safety and Solicitor General, the City of Surrey, and The Centre for Child Development. We thank our donors and the Sophie's Place CYAC multidisciplinary team for their commitment to this critical work.

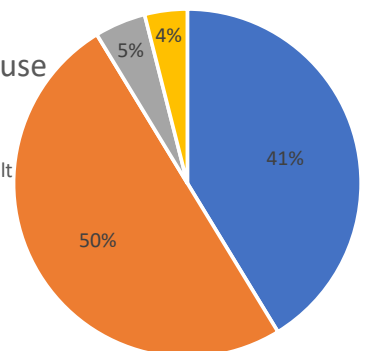
175  
Persons  
Served

57% Girls  
43% Boys

Average Age 9

Types of Abuse

- Assault
- Sexual Assault
- Other
- Unknown



# Thank You

The Centre for Child Development's continued focus is on our mission of helping children with special needs reach their potential. This includes our goal of helping as many such children as possible.

We could not succeed in our mission without our government partners, corporate supporters, donors, Board Directors, volunteers and dedicated staff.

With your support, we can continue expanding our services to help even more children.

## **The Centre for Child Development**

Ministry of Children and Family Development

Province of British Columbia

Child Development Foundation of BC

### Lifetime Sponsors:

Djavad Mowafaghian Foundation

### Platinum Sponsors:

CIBC

Elements Casino

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RED FM

Surrey Firefighters Charitable Society

Transcontinental Textiles

Versacold

Circle of Inspiration, Friendship, Hope:

RAM Construction Group

99 Nursery

## **Sophie's Place CYAC**

Department of Justice Canada

Ministry of Children and Family Development

Ministry of Public Safety and Solicitor General

Surrey RCMP

City of Surrey

The Centre for Child Development

Child Development Foundation of BC



Heartfelt thanks to our volunteer Board Directors of both The Centre for Child Development and the Child Development Foundation of BC for their stewardship: Left to right: Brian Mayhew, Joe Hall, Sharon Schoeffel, Steven Buchanan, Joanna Whalley (guest), Sarah MacDonald, Ravi Singh, Michael Christ, Ruby Bains, Steve Stew, Dylan Watson, Emily Wilson, Sandra Dyck, Rachel Dyck, Gerard Bremault.