



FAMILY
DAY

Family Day Care Services 2018-2019 Annual Report
September 2019



Innovation at Work



FAMILY
DAY



OUR VISION

***A society where all children
achieve their potential***

OUR MISSION

***Leading innovation in early
learning, child care and
family support services***

OUR STRATEGIC DIRECTIVES

- 1. Driving Innovation***
- 2. Attracting Innovators***
- 3. Enabling Innovation***

BOARD PRESIDENT AND CEO REPORT

INNOVATION AT ALL LEVELS

During the third year of our five-year strategic plan, our focus on innovation widened and took on greater depth.

This past year we zeroed in on 'enabling innovation' and saw the culmination of a number of projects by individuals at all levels of the agency. These staff members demonstrated initiative and creativity, which translated into some state-of-the-art thinking and novel ways of carrying out the work of Family Day.

Several projects stood out in 2018, including our first demographic survey (completed through our Innovation Centre), which will provide us with a window into the populations we serve. We also had a big improvement in our Human Resources department, making us more effective and efficient in the areas of casual staff recruitment and communication. And the launch of our first OPEN Doors outdoor learning adventure is helping our efforts to connect more children, families and staff to the outdoors.

In addition to being a year of firsts, 2018 was also one of changes and transitions. Our EarlyON Child and Family Centres went through transformations within their various municipalities. The government of Ontario changed political leadership, signaling potential of changes in the early learning sector. We also moved forward with the development of a new child care program at Tony Pontes School in Caledon, along with a number of new school-age programs across all of the regions we serve.

In the fall of 2018, Family Day's CEO Joan Arruda announced her decision to retire from the agency after 15 years of service, and the Board of Directors put a major focus on the recruitment and selection of a new CEO. Happily, this work was successful and Diane Daley, our newly appointed CEO, will start in her new role, effective July 1, 2019.



Thank you to all of the families we serve, the community partners with whom we work, and the funders who support us in our endeavours. Great appreciation goes out to our staff members who, on a daily basis, give so much of themselves in all of our programs. And, thank you to our Board members who have contributed so much to the organization during this past year.

As always, Family Day looks toward the future and to all of the possibilities the upcoming year will surely bring.



L. Gambino

Louis Gambino
Board President



J. Arruda

Joan Arruda
Chief Executive Officer



FAMILY DAY BOARD AND MANAGEMENT

(as of March 31, 2019)

BOARD OF DIRECTORS

Louis Gambino (President) • Jackie Chavarie (1st Vice President)
Michael Braithwaite (2nd Vice President) • Joe Cacioppo (Secretary and Treasurer)
David Mousavi (Past President)
Directors: Allison Di Cesare, Chaya Kulkarni, Martha Lee-Blickstead, Elizabeth Moffat,
Sathees Ratnam, Ameer Sandhu, Jesse Waltman

SENIOR MANAGEMENT TEAM

Joan Arruda, Chief Executive Officer
Diane Daley, Director, Development and Programs
Mary Sharifzadeh, Associate Director, Programs

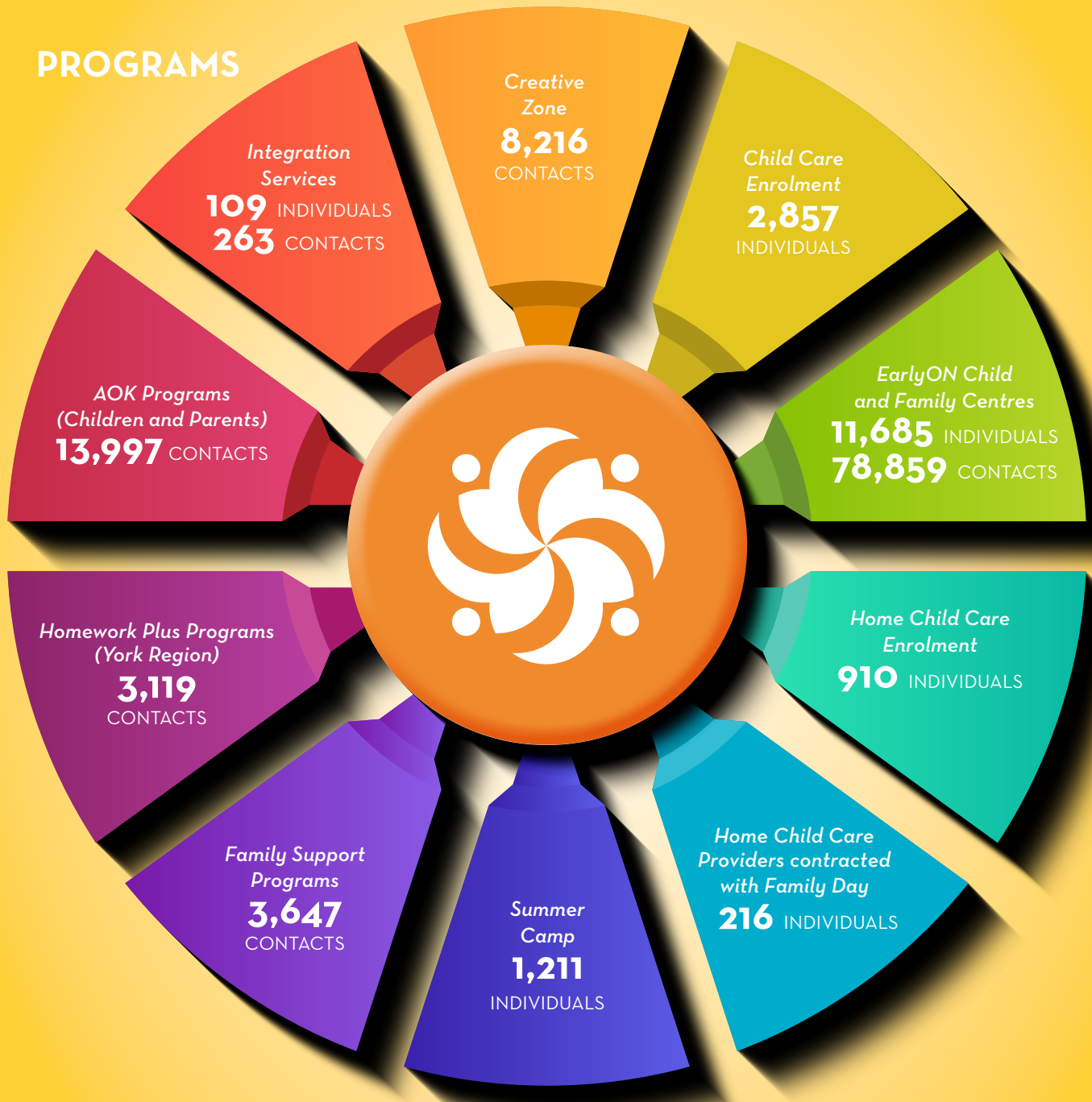
MANAGEMENT TEAM

Janine Druery, Shelagh Karstoff, Frances Lesick, Nicole Lewis, Mary Lou Maher,
Pat McDowell, Elly Morshedi, Nira Ponniah, Violet Robinson, Lisa Shortall, Lianne Terry,
Christine Verzini, Mollie Zebedee

Family Day By the Numbers

April 1, 2018 - March 31, 2019

PROGRAMS



HUMAN RESOURCES



TRAINING

Number of Training Opportunities

59

Number of Hours

273

Unique Numbers

830

Cumulative Numbers

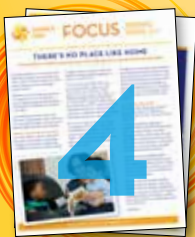
2,662

Early Literacy Specialists

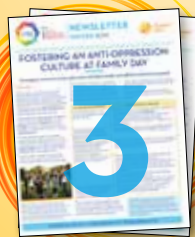
604

Hours

COMMUNICATIONS & MARKETING



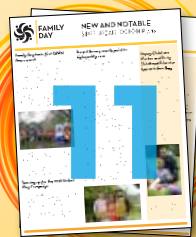
FOCUS
Newsletters



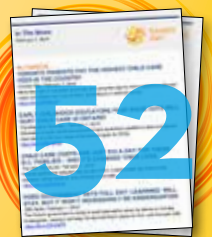
VIBE
Newsletters



Health and Safety
Newsletters



NEW AND NOTABLE
Staff Newsletters (Monthly)



IN THE NEWS
Updates (Weekly)



FACEBOOK

Facebook users increased by 20% (we have 1,155 followers)

TWITTER

Twitter users increased by 15% (we have 836 followers)

During the past year, Family Day entered the third year of its five-year strategic plan focusing on innovation. It was a year of advancements and developments that flourished at all levels of the agency.

From the branding of our new outdoor learning initiative, to a loose parts mentoring program, to an improvement in our casual staff recruitment procedure, employees at Family Day originated several programs that helped further our culture of innovation. Here is a look at three of three of these staff-led initiatives:



Combatting Nature Deficit

Author Richard Louv coined the phrase “nature-deficit disorder” in 2005 to describe a trend toward staying indoors and feeling alienated from nature. Of course, professionals from various sectors have long been collecting evidence that outlines the importance of children’s exposure to nature for their health.

Always cognizant of the need to work against this nature deficit, Family Day has been building up its outdoor programs and materials for staff and children.

A few years ago, the agency formed



Mentoring on Loose Parts

The College of Early Childhood Educators calls mentoring in the early learning and care sector a way to “learn and improve professional practice through reflective practice, self-directed learning and collaboration.”

Family Day struck up a unique mentoring relationship this past year. The agency created a Loose Parts Ambassador position to help further a loose parts initiative (part of our larger outdoor learning strategy).

An experienced educator, known for championing loose parts at Family Day was transitioned into the Loose Parts



Improving Scheduling for Casual Staff

Innovation is encouraged agency-wide at Family Day. It is not a top-down approach, but rather a mindset that we encourage all employees to embrace.

This past year, Family Day’s Talent Management Coordinator came up with an idea to improve the agency’s system of scheduling casual employees. The idea was met with approval and support from the agency, enabling him to put his plan into action.

“I started to think about why organizations innovate, and came to the conclusion that innovation occurs when

an outdoor learning group that works to help to shift agency culture and attitudes around engaging children out of doors. Led by our Outdoor Learning Champion, the team works to integrate the benefits of nature into children's daily lives.

Last October, we officially branded our outdoor learning initiative as OPEN Doors and held an inaugural event at the Kortright Centre. This event brought more than 300 staff members, families and children together to enjoy a day of activities in the forest.

This past year we also promoted all-season, outdoor activities in local spaces, and provided enrichment events at locations like Boyd Park and Heart Lake. And we celebrated occasions such as Earth Day and International Mud Day across the agency. This type of programming lets children enjoy open-ended play, gain health benefits from the outdoors, and learn to respect nature.

Family Day goes above and beyond the requirements of the *Child Care and Early Years Act*, which states children need to be outdoors for two hours per day. In keeping with the "more is better" philosophy, we

started such initiatives as: reducing barriers to outdoor play by building clothing "libraries" for children, and bringing nature indoors via activities like mud kitchens.

Family Day is working to nurture a staff commitment to outdoor learning by providing staff with resources and giving them opportunities to attend workshops. As part of this, Family Day attended the Lawson Symposium last October with outdoor educators from around the world, and helped pen a paper entitled "Advancing Outdoor Play and Early Childhood Education" which is now available to the public.

Ambassadors' role.

As she had successfully trained her peers at her previous site, Family Day determined she was a great fit to implement the training across all centres in the Region of Peel.

During the past year, the new Loose Parts Ambassador worked to create a comprehensive loose parts strategy for the agency. From taking photos to purchasing materials to sharing stories, she has been working with other staff on incorporating loose parts and helping children reap the benefits.

Loose parts (materials like fabric, twigs, pine cones, buttons, and stones) are used by children during pretend play in innumerable ways. They support things such as literacy, problem-solving, creativity, hand-eye coordination, and concentration in children.

The practice of using loose parts is starting to become more embedded in the culture at Family Day. The initiative has received positive feedback from staff across the agency, and it is helping to connect educators at our various centres via ideas and stories.

Educators using loose parts in their programming are seeing a whole new level of play with the children. Instead of using plastic broccoli as a pretend snack, carpet samples become Naan bread. Instead a child dressing up in firefighters' jackets, a loose piece of shiny fabric becomes a mermaid's tail.

It's a win-win outcome. Educators get the support of the Loose Parts Ambassador - a peer who understands their expectations and capabilities. And the children benefit from the creativity and open-endedness the loose parts provide.

there is an opportunity to improve an idea, process, product or service," he notes. "I started to look for ways I could innovate by creating something new to benefit Family Day, and how I could improve an existing process using resources that already exist."

With assistance from his manager, feedback from various staff members, and input from the CEO and management team, the staff member's vision was discussed and developed, and he was given the backing he needed to create a new initiative.

His new system, which he helped to create in-house, is called the Google Casual List. The list was designed to help streamline the process of scheduling casual staff (those who fill in when regular educators are unavailable), which has long been a challenge at the agency.

The system uses Google Sheets and Google Drive to capture necessary scheduling information. It works in real-time, so everyone using it is on the same page. All Supervisors have access to the system via an app on their phones and/or computers.

The new initiative gives Supervisors clearer metrics and equips them with a more efficient and modern tool to quickly and easily schedule casual staff. The system also makes searching for casual employment more advantageous for candidates looking for work at Family Day.

To date, the system has been created, guidelines have been written, and training has been completed. The system will go live in the fall of 2019 and we expect it to create efficiencies at numerous levels.



7TH ANNUAL

Bowling for Family Day

A 'SHOUT OUT'
TO OUR SPONSORS

The agency's seventh annual Bowling for Family Day fundraiser was a big success.

We would like to thank the sponsors who help us to provide the best possible programming to our children and their families.

Presenting Sponsors



Lane Sponsors



Chartered Accountants
and Advisors



Osler, Hoskin
& Harcourt LLP

Friends of Family Day



FAMILY DAY


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United Way
Greater Toronto