



**FAMILY  
DAY**

# ***Furthering a Culture of Innovation***



*Family Day Care Services*  
**2017-2018 Annual Report**  
**September 2018**



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

## ANOTHER INNOVATIVE YEAR

Advancement and expansion were front and centre at Family Day this past year. As we entered the second year of our Strategic Plan 2016-2021, we worked to further our long-term innovation agenda by evolving our messaging, staff training, and programming.

We put emphasis on building the foundation for research via Theory of Change for specific projects. This is evidenced in several new initiatives at Family Day: the implementation of Storypark; a new Homework Plus program; our enhanced outdoor learning agenda; a commitment to our Innovation Centre; and a comprehensive staff survey.

Family Day just completed its first year of implementing **Storypark** in many of our child care centres. Storypark is an online tool that helps parents, families and educators work together to share and extend children's learning. We recently completed an evaluation on the pilot and are analyzing the results.

This past year also saw the launch of our **Homework Plus** program in two York Region public schools. Funded by the United Way, the program helps children reach their academic potential, and helps families navigate the school system. We are currently reviewing detailed research to help us fine-tune the program.

Family Day's **Outdoor Learning** agenda continued to be a priority. We worked to increase staff's awareness about the importance of exposure to the outdoors and to facilitate exploration of the natural world. This increased capacity will help educators share their knowledge in our programs.

We also furthered our commitment to the **Family Day Innovation Centre**. The Centre receives advice on evidence-based practice and research from three board members who comprise the Advisory Committee. Thank you to Chaya Kulkarni, Martha Lee-Blickstead, and Elizabeth Moffat, who provide assistance to Family Day project lead, Diane Daley.

As part of our innovation agenda, we strive to provide opportunities that give staff full-time employment in early learning and child care. Last spring, our HR department conducted a **Staff Survey** which garnered a very high response rate. The information obtained will support our strategies for staff recruitment, retention, and development.

As we enter year three of our strategic plan, we are eager to continue our strong relationships with government and community partners. We would like to recognize the staff and volunteers of Family Day who deliver our services to children and families in all of our programs. And we want to voice our appreciation of our Board of Directors for their strong leadership.

When it comes to innovation, it is the people involved who make the difference.



*David Mousavi*

**David Mousavi**  
Board President



*Joan Arruda*

**Joan Arruda**  
Chief Executive Officer



*As a member of the Board for the last eight years, most recently as President, it has been a privilege to participate in, and contribute to, this wonderful organization. As I gear up to take my leave, I want to send my best wishes to the incoming Board President, all of the Board members, and everyone at Family Day. Thank you for everything you do for families and children in the GTA.*  
~ David Mousavi



## FAMILY DAY BOARD AND MANAGEMENT

(as of March 31, 2018)

### BOARD OF DIRECTORS

David Mousavi (President) • Louis Gambino (1st Vice President & Treasurer)

Jesse Waltman (2nd Vice President) • Jackie Chavarie (Secretary)

Michael Papadakis (Past President)

Directors: Michael Braithwaite, Joe Cacioppo, Chaya Kulkarni, Martha Lee-Blickstead, Elizabeth Moffat, Sathees Ratnam

### SENIOR MANAGEMENT TEAM

Joan Arruda, Chief Executive Officer

Diane Daley, Director, Development and Programs

Mary Sharifzadeh, Associate Director, Programs

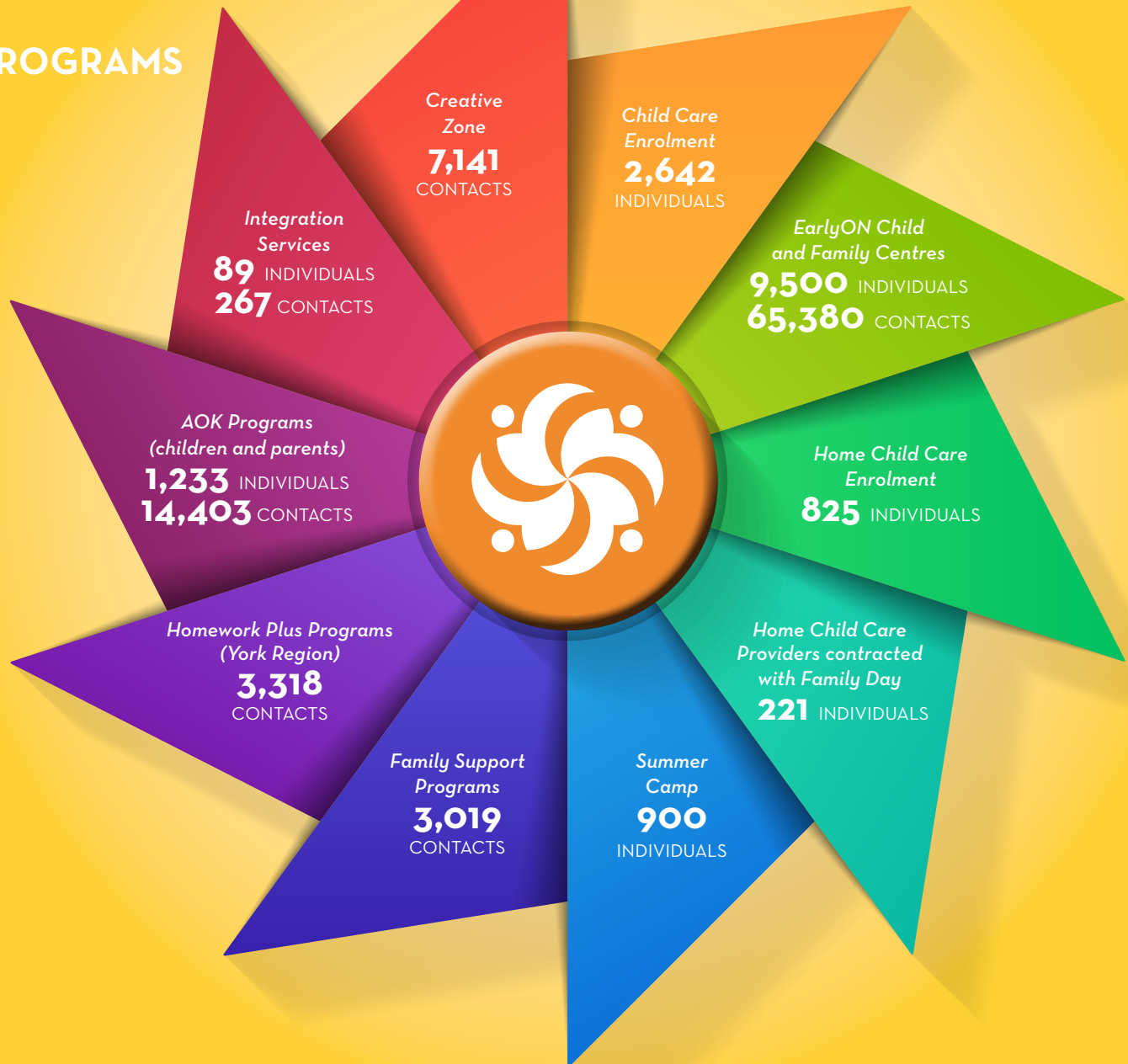
### MANAGEMENT TEAM

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

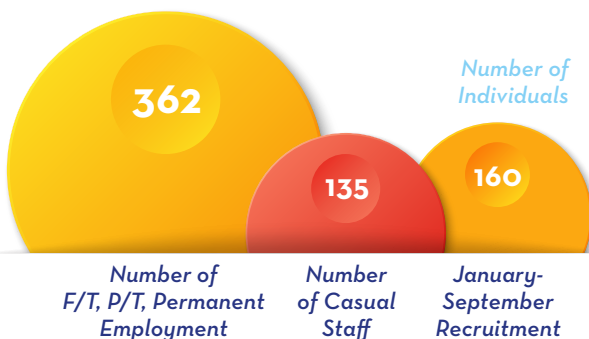
# Family Day By the Numbers

April 1, 2017 - March 31, 2018

## PROGRAMS



## HUMAN RESOURCES



## TRAINING



## COMMUNICATIONS



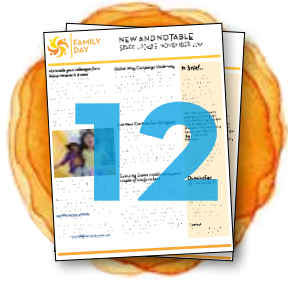
**FOCUS**  
Newsletters



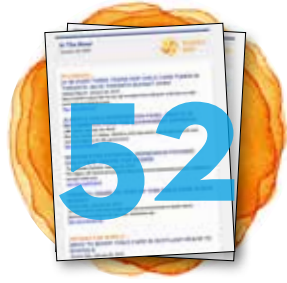
**VIBE**  
Newsletters



**LIVE WELL@WORK**  
Newsletters



**NEW AND NOTABLE**  
Newsletters (Monthly)



**IN THE NEWS**  
eBlasts (Weekly)



**Parent**  
Handbooks



**FACEBOOK**  
Active since May 2016  
**875 followers**  
+62% since 2017

**TWITTER**  
**750 followers**  
+25% since 2017

Number of contacts with Child Care Services Staff: **8,629** • Number of contacts with Home Child Care Providers: **644**

**Google**

**+40%**

A three-month campaign was created. There was an approximately 40% increase in callers citing they found us on the internet over the course of the three-month trial.



In 2017, we engaged Wishart to increase functionality, security, visuals, and technical capability of the Family Day website (including staff logins and passwords). Benefits included: increased capacity, more striking visuals. At their reco, we also moved to new host for faster speeds, and a better user experience. STATS FOR MARCH 2018:

**12,344 visits • 7,840 visitors • 34,817 page views**



**+16%**

In 2017, Bowling for Family Day raised \$30,556, which is \$4,203 more — or 16% more — in 2017 than in 2016 and we had significantly lower expenses.

## OPERATIONS: ADMINISTRATION & INFORMATION TECHNOLOGY



● ○ ○ ○

Negotiated 5-year agreement with Xerox which resulted in all equipment being upgraded and a monthly reduction in base pricing.

SAVINGS  
OVER 5 YEARS

**\$25,000**



○ ○ ○ ○

Leveraged Family Day's non-profit status to obtain donated/discarded software and technology resources.

SAVINGS  
OVER PAST 18 MONTHS

**\$83,700**



○ ○ ○ ○

Negotiated 3-year agreement with Rogers for wireless services which included upgrading all agency Android devices.

SAVINGS  
OVER 3 YEARS

**\$45,000**



○ ○ ○ ○

Percentage of time IT systems were available and accessible to users

PERCENTAGE  
UP-TIME

**99.9%**



*During 2017-2018, Family Day entered year two of a five-year strategic plan that focuses on advancing a culture of innovation. As part of this, the agency worked on several initiatives, put new programs in place, and is now measuring their efficacy.*

*Three of these exciting programs are Homework Plus, Storypark and Outdoor Learning. Alongside other new enterprises, these programs help us push the boundaries of innovative, high-quality programming at Family Day.*



**Homework Plus**

In an exciting new venture, Family Day helped to create Homework Plus, a program that focuses on supporting children and families in the school system.

The program, which launched in the fall of 2016, was developed in partnership with the York Region District School Board and two schools in which Family Day offers child care (Armada Public School and Ross Doan Public School). Both schools are situated in areas with a high concentration of newcomers to Canada.



**Storypark**

Family Day launched a new communications tool designed to raise the profile of our educators as pedagogical leaders, make learning more visible, and further engage families and children.

This tool, called Storypark, is used to document children's learning experiences in our child care centres. It helps our educators and families work together to record, share and extend children's learning.

Storypark lets us digitally capture children's development through photos, videos, stories, moments, notes and



**Outdoor Learning**

As video games, tablets and after-school lessons replace sunshine, leaves and grass, children are often being deprived of outdoor play – and it is taking a toll on their health and development. To approach this cultural shift, Family Day has greatly ramped up our focus on outdoor learning.

Family Day developed an Outdoor Learning logic model in 2016 during in-house innovation training from the Schulich School of Business. This past year, the agency put the model into action.

Funded by the United Way, Homework Plus is a free, referral-based program that offers academic and social skills support to students who would benefit from assistance in order to reach their potential. The program runs four days per week after school and is structured to allow students to receive support to complete their homework, eat a healthy snack, and participate in activities that develop social skills and build self-esteem.

Individual support, information, training and referrals are provided by a Family Support Worker who works at the two schools and acts as a bridge to parents. The program is

staffed by Family Day, with trained volunteers who provide additional support.

Family Day engaged a consultant to conduct focus groups with families in the program. The majority of parents noted the program, with its structured homework time and educator support and encouragement, had benefited their children. Many described an increase in their children's social skills, peer relationships and confidence. As one parent commented:

*"As newcomers, we are working multiple jobs while we work for*

*accreditation in our field. We don't have the time or the energy we need to spend with our children and this worries us. Homework Plus reduces our stress and gives us confidence that our child is getting a good education."*

The program evaluation also uncovered some recommendations, which included increasing the number of program volunteers. Family Day will take these findings into the second year of the program and put feasible modifications into place. The agency also plans to survey the children in the program, and is looking at the viability of expansion.

responses. It enables families to be a part of their child's learning and development every day, share this learning in a safe environment, and build on their child's interests by bringing learning into their home.

Storypark benefits children by providing enhanced learning opportunities, providing feedback and reinforcement from families, stimulating language and ideas, and building an online record that grows with each child.

We have just completed piloting Storypark in our centres. To gauge its

efficacy, we conducted an evaluation of both educators and parents with children in our programs.

The majority of Family Day educators noted they were able to easily document the learning experiences of the children in their care and share them with the parents. At the same time, parents reported being more aware of their children's learning experiences while at child care. Here are a few of the comments they shared:

*"Thank you educators for sharing such moments about [our child], which give us such immense happiness and pride."*

*"This is such a wonderful development. My child has become more confident and comfortable with her surroundings."*

*"It's a joy to see [our son's] involvement, initiation and engagement with other children. Thank you for catching and sharing these moments."*

Based on the evaluation, it was noted that Family Day is already meeting many of the intended outcomes for Storypark. Feedback from the survey will be applied as we complete the project rollout across the agency.

To start, we put an Outdoor Learning champion in place at the agency. This staff member, who is training to be a Forest School Practitioner, is supporting our outdoor effort by working to create a variety of new and enhanced programs.

The mindset is to spread wellness attitudes, behaviours and knowledge at the agency. Our focus this past year has been on training our educators to embrace and understand the importance of the natural world, and connecting children to nature through outdoor learning opportunities.

On the educator front, we have committed to training staff to understand and embrace the outdoors. Two "Learning in Nature" events were held for staff at conservation areas. We also provided forums for staff to share resources and ideas, and conducted agency polls on outdoor learning. In addition, we formed an Outdoor Learning Committee dedicated to developing a brand, engaging staff, and reaching out to potential donors and partners.

We have also started to upgrade our centres to include more "natural"

spaces to allow for more inquiry-based exploration of the outdoor environment. These initiatives mean a more robust and varied natural experience for the children.

In addition, Family Day is developing a large initiative that will focus on engaging children with nature. It will kick off this fall with an outdoor adventure for children, families, staff and caregivers from all of our programs. This event is designed to give families hands-on learning they can continue in their daily lives.



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**



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and Advisors



Osler, Hoskin  
& Harcourt LLP

**Friends of Family Day**




**FAMILY  
DAY**

**Family Day Care Services**

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**United Way**  
Toronto & York Region