

THE DISTRICT OF THUNDER BAY
SOCIAL SERVICES ADMINISTRATION BOARD

www.tbdssab.ca

SERVICE SYSTEM PLANNING DIVISION
The District of Thunder Bay Social
Services Administration Board
(Also known as TBDSSAB)
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Memorandum

Date: February 1, 2012

To: Members of the Board

From: Lindsay Buset, Quality Assurance Analyst
Sandy Isfeld, Director, Service System Planning

Subject: Summary of Child Care Quality Assurance Enhancement Pilot Project

Background

Licensing of child care programs under the Ontario *Day Nurseries Act (DNA)* and regulations is the responsibility of the Ministry of Education. The *DNA* defines basic standards to be maintained within all licensed child care centres in the province. Many Service Managers and other stakeholders have identified the need to raise measurable standards of licensed child care beyond the safety and basic care-focused requirements of the *DNA*.

Towards this end, a Child Care Quality Assurance Working Group was established in the District of Thunder Bay in 2002 and subsequently developed a self-assessment tool for child care programs to identify opportunities for improvement and to provide training and supports to programs to exceed basic licensing requirements. Compliance with the Quality Assurance process is currently a condition of the service contract TBDSSAB has with each licensed operator. Meeting the terms and conditions of the service contract allows programs to maintain eligibility to receive wage subsidy, special needs funding, and to provide care to children in receipt of fee subsidy from TBDSSAB.

From January to April of 2011, a review of the existing Child Care Quality Assurance Program evaluated the effectiveness of the self-assessment based system. The goal of the review was to identify ways in which the reliability and consistency of quality measurement in child care programs could be improved. There was a general consensus among early learning stakeholders in the District of Thunder Bay that the self-assessment process was a valuable but inadequate driver for making and sustaining concrete improvements at a program and system level. TBDSSAB began to explore options that would facilitate a transition to an objective, evidence-based process where evaluators external to the individual programs conducted program reviews, employing a standardized and consistent set of quality measurement criteria.

The Toronto Operating Criteria Tool

Upon reviewing available quality measurement systems appropriate for use in Ontario, the Toronto Operating Criteria developed by the City of Toronto was found to be the most comprehensive and appropriate for the needs of the District of Thunder Bay. The Toronto Operating Criteria outlines clear expectations, service standards, and guidelines which both assess and guide child care program operations. In addition to its use as an audit tool during unannounced site visits, it serves as a self-evaluation and planning tool for front line staff, private home providers, and supervisors. It has been used by City of Toronto employees to measure quality and contract compliance since 1997.

In 2009/2010 the tool was assessed in detail by the Ontario Institute for Studies in Education (OISE) and found to represent a valid and consistent quality measurement tool for licensed child care programs.

In March 2011 TBDSSAB staff were invited to the City of Toronto, Metro Hall location to meet with the Children's Services Division and had the opportunity to train and utilize the Toronto Operating Criteria Tool at a child care centre with the Quality Assurance Supervisor and access information and resources. The information and findings from this training were presented both internally at TBDSSAB and to the child care community in April 2011.

TBDSSAB Child Care Quality Assurance Enhancement Pilot Project Implementation

From June through August 2011, an external Child Care Quality Assurance Enhancement Committee (QAEC) was established based on the Terms of Reference developed by TBDSSAB.

The goal of the committee was to provide advice to TBDSSAB on the planning, implementation and evaluation of the Toronto Operating Criteria tool for use in the District of Thunder Bay. Evaluation of the suitability of the Criteria for use in the District of Thunder Bay was conducted through a pilot evaluation of nine volunteer urban, rural, and remote licensed child care centres and two licensed private homes during the months of June and July via unannounced site visits.

In addition, the QAEC evaluated the Toronto Operating Criteria item by item to review its applicability in the City of Thunder Bay and rural and remote programs throughout the District.

The pilot evaluation results (full report attached - *Quality Care For Our Future: A Report on the Child Care Quality Assurance Enhancement Pilot Project*) indicated that the Toronto Operating Criteria tool and process for both licensed child care centres and private homes is suitable for sites in Thunder Bay and District areas.

In addition, other participants such as parents and community stakeholders are agreeable and supportive of use of the Toronto Operating Criteria tool.

The tool was able to clearly and consistently identify non-compliance items which isolated areas of opportunity for quality improvement in specific programs. The Toronto Operating

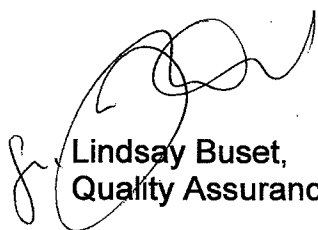
Criteria clarified strengths and areas of non-compliance that are consistent with findings of the former existing self-administered QA tool.

Child Care Quality Assurance Program Enhancement Implementation Schedule:

Phase 1 – 2012	February - April: Evaluate remaining childcare centres to acquire a baseline.
Phase 2 – 2012	May – December: Action Plan development for non-compliances and follow through with training/support.
Phase 3 – 2013	January - March: Assess all childcare centres, analyze data and compare to baseline results.
Phase 4 – 2014	January: "Go Live" TBDSSAB will post childcare quality rating scores on TBDSSAB Website.

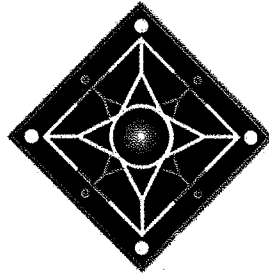
As is the case in Toronto, it is anticipated that by January 2014 Service Agreements between TBDSSAB and licensed child care programs will be amended to require a minimum cumulative average score of three (3 - meeting expectations) for each licensed child care program site, and a plan of action to address any individual criteria scoring less than three (3). Administration will also begin employing the tool to assess whether or not to enter into a Service agreement with any new licensed child care programs.

Sincerely



Lindsay Buset,
Quality Assurance Analyst

Attachment: *Quality Care For Our Future: A Report on the Child Care Quality Assurance Enhancement Pilot Project*



THE DISTRICT OF THUNDER BAY
SOCIAL SERVICES ADMINISTRATION BOARD



QUALITY CARE FOR OUR FUTURE

October
2011

A Report on the Child Care Quality
Assurance Enhancement Pilot Project

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Acknowledgements

The District of Thunder Bay Social Services Administration Board (TBDSSAB) would like to thank numerous individuals and organizations for their invaluable contributions throughout the process of the Quality Assurance Enhancement Pilot Project – Toronto Operating Criteria Implementation.

Of the many people and organizations that have been enormously helpful during this process, TBDSSAB is especially thankful to the City of Toronto for allowing the use of the Toronto Operating Criteria in its entirety. We would also like to express gratitude to several individual City of Toronto Children Services Division employees for their time and valuable advice throughout the process:

- Elaine Baxter-Trehair, General Manager
- Sandra McDooling, Consultant
- Anne Hepditch, Quality and Capacity Building Consultant
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- Kelly O'Gorman, Quality Assurance Analyst
- Michele Lovelock, Quality Assurance Analyst
- Mirjana Silva, Quality Assurance Analyst
- Lori Houle, Quality Assurance Analyst
- Mary-Anne Bedard, Director
- Eva Smerdon, Director
- Kathy McGuire, Director
- Karen Gray, Director
- Dawn Cassar, Metro Hall Child Care Supervisor
- Antonio Hon, Senior Systems Administrator

TBDSSAB would also like to thank The Quality Assurance Enhancement Pilot Committee Members:

- Melody Lavallee Parent Representative
- Cindy Daniele George Jeffrey/Sherbrooke Community Day Care
- Mary Ann Kourko WJ Griffis Children's Centre
- Dawnette Hoard Association of Early Childhood Educators Ontario
- Janet Owens Mahmowenchike Family Development Centre
- Marilyn Grudniski Little Lions Waldorf Daycare
- Rhonda Turbide Municipality of Greenstone
- Sinnika Geddes Algoma Child Care Centre and Licenced Private Home Supervisor
- Lisa DiFranco Rural Roots Child Care Centre
- Karen Cholin Harbour View Child Care Centre
- Nicole Nabb Ministry of Children and Youth Services
- Leila Daciw Confederation College, Early Childhood Education Program
- Gina Ruberto Children's Centre Thunder Bay
- Denyse Johnston Children's Centre Thunder Bay
- Lindsay Buset TBDSSAB QA Enhancement Project Lead

The local Organizations who participated in the pilot project:

- George Jeffrey/Sherbrooke Community Day Care
- WJ Griffis Children's Centre
- Step by Step Child Care Centre
- Mahmowenchike Family Development Centre
- Little Lions Waldorf Daycare
- Geraldton Daycare
- Algoma Child Care Centre and Licenced Private Home Supervisor
- Rural Roots Child Care Centre
- Harbour View Child Care Centre
- City of Thunder Bay Licenced Private Home Agency
- Thunder Bay Supervisor Network
- District Supervisor Network
- Resource Teacher Network
- Frontline Educator Network
- Early Childhood Education Program, Confederation College

The Quality Assurance Internal Advisory Committee Members of TBDSSAB

- Anita Sakiyama, Senior Information Management Coordinator, Corporate Services
- Sandy Isfeld, Director, Service System Planning
- Marnie Tarzia, Special Services Coordinator, Client Services
- Bev Sim, Financial Analyst, Corporate Services
- William Bradica, Director, Corporate Services
- Keri Greaves, Manager, Finance, Corporate Services
- James McMahon, Manager, Planning and Social Policy, Service System Planning
- Lindsay Buset, TBDSSAB QA Enhancement Project Lead, Quality Assurance Coordinator, Service System Planning

Executive Summary

Background

In Northern and Southern Ontario respectively, District Social Services Administration Boards (DSSABs) and Consolidated Municipal Service Managers (CMSMs) are responsible for planning and managing the system of publicly-funded licensed child care. The District of Thunder Bay Social Services Administration Board (TBDSSAB) is the service system manager in the District of Thunder Bay. In addition to funding the system through a combination of provincial funding and municipal tax dollars, service system management responsibilities include ensuring child care services offer high quality standards of care.

From January to April of 2011, a review of the existing Quality Assurance Program evaluated the effectiveness of the self-assessment based system. The goal of the review was to identify ways in which the reliability and consistency of quality measurement in child care programs could be improved. There was a general consensus among early learning stakeholders in the District of Thunder Bay that the self-assessment process was a valuable but inadequate driver for making and sustaining concrete improvements at a program and system level. TBDSSAB began to explore options that would facilitate a transition to an objective, evidence-based process where evaluators external to the individual programs conducted program reviews, employing a standardized and consistent set of quality measurement criteria.

Upon reviewing available quality measurement systems appropriate for use in Ontario, the Toronto Operating Criteria developed by the City of Toronto was found to be the most comprehensive and appropriate for the needs of the District of Thunder Bay. The Toronto Operating Criteria outlines clear expectations, service standards, and guidelines which both assess and guide child care program operations. In addition to its use as an audit tool during unannounced site visits, it serves as a self-evaluation and planning tool for front line staff, private home providers, and supervisors. It has been used by City of Toronto employees to measure quality and contract compliance since 1997. In 2009/2010 the tool was assessed in detail by the Ontario Institute for Studies in Education (OISE) and found to represent a valid and consistent quality measurement tool for licensed child care programs.

From June through August 2011, a Quality Assurance Enhancement Committee (QAEC) was established based on the Terms of Reference developed by TBDSSAB. The committee included representation from:

- Parents
- Licensed child care programs from throughout the District of Thunder Bay (urban, rural, and remote)
- One licensed private home child care agency
- The Association of Early Childhood Educators Ontario
- Ontario Ministry of Children and Youth Services
- Children's Centre Thunder Bay, Preschool Consultation Program Representatives (children's mental health program).

The goal of the committee was to provide advice to TBDSSAB on the planning, implementation and evaluation of the Toronto Operating Criteria tool for use in the District of Thunder Bay. Evaluation of the suitability of the Criteria for use in the District of Thunder Bay was conducted through:

- A pilot evaluation of volunteer urban, rural, and remote licensed child care centres and licensed private homes
- Item by item review of the criteria and their applicability in the City of Thunder Bay and rural and remote programs throughout the District.

The pilot concluded with implementation recommendations made by the committee in August 2011. The recommendations and time lines for implementation were subsequently discussed and endorsed at the Thunder Bay District Child Care Supervisor's Network in September 2011.

Key Findings:

1. The overall item-by-item review of the tool, experience of the pilot evaluations, and average scores of the unannounced site visits/audits confirm that the tool is appropriate for use in the District of Thunder Bay without modification.
2. The tool was able to clearly and consistently identify non-compliance items which isolated areas of opportunity for quality improvement in specific programs. The Criteria identified and clarified in more detail strengths and areas of non-compliance consistent with the findings of the former self-administered QA tool.
3. The evaluations identified training needs and future capacity building opportunities for child care programs.
4. Child Care Operators and staff who participated in the pilot have an enhanced understanding of evidence-based quality measurement processes and high quality early learning and care expectations, which they report impacts their daily practice.
5. Committee members involved in the pilot noted it contributed to their understanding of quality of service expectations from a client perspective.

QAEC and Supervisor's Network Implementation Plan Recommendations:

- From February to April 2012, the Quality Assurance Coordinator will complete Operating Criteria evaluations on the remaining child care sites and private home provider sites to acquire baseline scores.
- From April to December 2012, all child care centres and private home child care programs will have an 8 month period to address all program areas scoring less than

three (3) out of four (4), with support from TBDSSAB, Mentoring Pairs, the Supervisor's Network and other sources.

- From January to March 2013, the Quality Assurance Coordinator will complete a second round of Operating Criteria evaluations on all licensed child care and private home sites.
- TBDSSAB will review the results of the second audit in comparison with the baseline results from 2011 and 2012, and it is anticipated that in January 2014 scores from the Program and Nutrition Sections of the Operating Criteria will be posted on the TBDSSAB website for public information.
- As is the case in Toronto, it is anticipated that by January 2014 Service Agreements between TBDSSAB and licensed child care programs will be amended to require a minimum cumulative average score of three (3 = meeting expectations) for each licensed child care program site, and a plan of action to address any individual criteria scoring less than three (3).
- TBDSSAB will continue to employ the Operating Criteria to evaluate quality in child care programs and licensed private homes on an ongoing basis.

INTRODUCTION

Background

The District of Thunder Bay Social Services Administration Board (TBDSSAB) is responsible for planning and managing the system of licensed child care and licensed private home child care in the District of Thunder Bay. TBDSSAB's service system management responsibilities include ensuring child care services are meeting high quality standards of care.

Licensing of child care programs under the Ontario *Day Nurseries Act (DNA)* and regulations will be transferred from the provincial Ministry of Children and Youth Services to the Ministry of Education in January 2012. The *DNA* defines basic standards to be maintained within all licensed child care centres in the province. Many Service Managers and other stakeholders have identified the need to raise measurable standards of licensed child care beyond the safety and basic care-focused requirements of the *DNA*.

Towards this end, a Quality Assurance Working Group was established in the District of Thunder Bay in 2002 and subsequently developed a self-assessment based Quality Assurance Program and Process to supplement *DNA* standards. The goal was for child care programs to identify opportunities for improvement and to provide tools and supports to programs to exceed basic licensing requirements. Compliance with the Quality Assurance process is currently a condition of the service contract TBDSSAB has with each licensed operator. Meeting the terms and conditions of the service contract allows programs to maintain eligibility to receive wage subsidy, special needs funding, and to provide care to children in receipt of fee subsidy from TBDSSAB.

From January to April of 2011, a review of the Quality Assurance Program focused on the self-assessment-based system. The goal of the review was to research ways in which the TBDSSAB could enhance not only the reliability and consistency of how the quality of child care programs is measured, but also efforts at quality improvement and service contract compliance. There was general consensus among early learning stakeholders that the self-assessment process was a valuable but inadequate driver for making and sustaining concrete improvements at a program and system level.

At this point, the TBDSSAB began to explore options that would allow a transition to an objective, evidence-based quality evaluation and improvement process. One of the fundamental criteria was that the new process must supplement the existing self-evaluation process with third-party evaluators external to the individual programs. This requirement led us to focus our research on the Toronto Operating Criteria developed by the City of Toronto.

The Toronto Operating Criteria outlines clear expectations, service standards and guidelines to child care providers with a service contract with the City of Toronto. It serves as a self-evaluation and planning tool for front line staff, private home providers, and supervisors. In addition, it is used by the City of Toronto to measure quality and contract compliance. In 2009/2010, the tool was assessed by the Ontario Institute for Studies in Education (OISE) as a

valid way to assess key elements that are essential for a high quality child care program. While the essence of the Toronto Operating Criteria has not changed since its creation in 1997, the tool is refined based on feedback and research and should be considered a living document.

FRAMEWORK FOR PILOT PROJECT

Pilot Development

The purpose of the pilot was to provide advice to TBDSSAB on the planning, implementation and evaluation of the Toronto Operating Criteria tool for use in the District of Thunder Bay. Subsequent to consultation with stakeholders and the Supervisor's Network, TBDSSAB developed Terms of Reference for a pilot Quality Assurance Enhancement Committee (QAEC) to provide advice to TBDSSAB. The pilot was developed to reflect The City of Toronto's Quality Assurance process in the TBDSSAB pilot implementation.

Pilot Participation

The QAEC included representation from:

- Parents
- Nine licensed child care programs from throughout the District of Thunder Bay (urban, rural, and remote)
- One licensed private home child care agency
- Association of Early Childhood Educators Ontario
- Ontario Ministry of Children and Youth Services
- Children's Centre Thunder Bay Preschool Consultation Program Representatives (children's mental health program).

Evaluation of the suitability of the Criteria for use in the District was conducted through:

- A pilot evaluation of volunteer licensed child care centres and licensed private homes
- Item by item review of the criteria and their applicability in the City of Thunder Bay and rural and remote programs.

Pilot Implementation Schedule

Task	Timeline
1. Review <ul style="list-style-type: none"> ○ Overview Toronto Operating Criteria Process and Guidelines ○ Present PowerPoint overview - have committee review introduction section ○ Describe the benefits ○ Identify risks and challenges 	June 2011
2. Plan <ul style="list-style-type: none"> ○ Develop process steps for implementation of program criteria and nutritional assessments ○ Develop timelines for assessments and schedule 	July 2011
3. Implement <ul style="list-style-type: none"> ○ Collect and assess data ○ Review data at QA Enhancement Meetings ○ Monitor process and progress against the implementation plan. 	July 2011
4. Evaluate <ul style="list-style-type: none"> ○ Summarize all evaluation results ○ Formulate full implementation plan with steps and timeline ○ Develop a report with recommendations and transition plan for future implementation of the Toronto Operating Criteria for Program and Nutritional sections in licensed centre and home based care 	August 2011

Toronto Operating Criteria Pilot Implementation Process

1. The Quality Assurance Coordinator (QAC) arrives at the child care centre for an unannounced visit and speaks to the Supervisor and/or designate to confirm the following information:
 - which programs are in operation on the given day of visit.
 - ensures the correct criteria are being utilized for programs in operation on day of the visit.
2. The Supervisor introduces the QAC to all staff members, communicates the purpose of the visit and length of time QAC will be at the child care centre to all staff.
3. The QAC will manually complete all program criteria sections applicable, playground and nutrition sections.
4. Upon completion of the assessment the QAC will report non-compliances (criteria scores < 3) with Supervisor or Designate.
5. A report will be completed and sent out via email which will identify non-compliances.
6. After the report has been completed, Supervisors are required to complete an action plan identifying how non-compliance scores will be addressed.

DESCRIPTION OF METHODOLOGY FOR PILOT EVALUATION

Overall Pilot Evaluation Methodology

The basic pilot evaluation methodology included:

- Defining evaluation objectives
- Researching validated tools to assess child care quality
- Identifying key stakeholders and pilot committee
- Reviewing the tool with Quality Assurance Enhancement Committee
- Planning and developing pilot timeline
- Implementing the tool at volunteer pilot sites
- Evaluating results
- Developing a recommended implementation plan

ANALYSIS OF PILOT RESULTS

Licensed Child Care Pilot Results

The Toronto Operating Criteria tool used in licensed child care centres is measured on a progressive 1-4 measurement scale:

- 1 = Does Not Meet Expectations
- 2 = Needs Improvement
- 3 = Meets all Expectations
- 4 = Exceeds Expectations.

A total of 9 licensed child care centres were audited during the pilot project. Of this total:

- 4 sites had an overall quality rating score (program and nutrition sections) of <2.9 (not meeting expectations).
- 5 sites had an overall quality rating score of >3.0 (meeting expectations).

The ratings for each of the sites audited are as follows:

Individual Licensed Child Care Centre Results

Licensed Child Care Location	Overall Quality Rating (Program and Nutrition)	Highest/ Lowest Overall Quality Rating	Overall Program Rating (Program Sections only)	Highest/ Lowest Program Rating (Program Sections only)	Overall Nutrition Rating	Highest/ Lowest Nutrition Rating
Site A	2.75		2.6	Lowest	2.9	
Site B	2.9		2.6		3.2	
Site C	3.3		3.3		3.3	Highest
Site D	2.95		3.2		2.7	
Site E	3.1		2.9		3.3	
Site F	3.0		3.0		3.1	
Site G	2.55	Lowest	2.7		2.4	Lowest
Site H	3.45	Highest	3.6	Highest	3.3	
Site I	3.1		2.9		3.3	

In addition to an overall program rating, the audit also provided specific scores for the various age groups of the children.

The overall average program scores per age group were:

Infant: 3.2 Toddler: 3.0 Preschool: 2.9 School Age: 3.0

The overall average program score across all age groups was **3.0**.

Licensed Private Home Results

The Toronto Operating Criteria tool used in licensed private home child care is measured on a progressive 1-3 measurement scale: 1 = Does Not Meet Criteria, 2= Meets Criteria, 3= Exceeds Criteria. Within the tool there are three sections which were audited: Health and Safety, Children's Program and Nutrition. This tool assesses multi-age group care and therefore will not give a breakdown of specific age group scores. Two licensed private homes were audited during the pilot project. The average overall quality rating was 2.1 out of 3.

Individual Licensed Private Home Child Care Results

Licensed <i>Private Home</i> Child Care Location	Overall Quality Rating (Health and Safety, Children's Program, Nutrition and Interactions)	Overall Program Rating (Program Section only)	Highest/Lowest Overall Quality Rating
Site #1	2.6/3	2.6/3	Highest
Site #2	1.7/3	1.7/3	Lowest

A quantitative analysis of the data obtained during the pilot through the program, nutrition, and playground sections was sent to members of the QAEC for review prior to the last meeting held. At this meeting the proposed implementation plan was presented where members provided feedback and advice to TBDSSAB based on their review of the quantitative and qualitative results. All QAEC members in attendance endorsed the implementation plan and final recommendations. The results of the pilot and implementation plan and recommendations made by the committee were discussed and endorsed at the Thunder Bay Supervisor's Network in September 2011.

LESSONS LEARNED AND RECOMMENDATIONS

Significant Successes

The pilot successfully followed the implementation schedule and was completed on time. Nine licensed child care sites and two licensed private home child care programs were evaluated during the months of June and July via unannounced site visits.

The tool was able to clearly and consistently identify non-compliance items which isolated areas of opportunity for quality improvement in specific programs. The Toronto Operating Criteria identified and clarified strengths and areas of non-compliance that are consistent with findings of the former self-administered QA tool.

Child Care operators and staff who participated in the pilot have an enhanced understanding of evidence-based, quality measurement processes and high quality early learning and care expectations, which they report impacts their daily practice.

Committee members involved in the pilot noted it contributed to their understanding of quality from a client perspective.

Potential Areas for Clarification and/or Improvement

Clarification Required for Specific Criteria Indicators

It was reported that frontline staff and Supervisors required more clarification on the expectations of specific criteria. During Supervisor and frontline staff training, attention should be given to the following items in the operating criteria:

Item 3 – Displays

Item 16 – Seating

Item 20 – Toileting and Diapering Routines and Supplies

A validated tool

The Toronto Operating Criteria tool has been validated by the Ontario Institute for Studies in Education (OISE), therefore the tool criteria indicators and expectations cannot be altered.

Different child care philosophies and cultural approaches

Philosophical and cultural differences such as Montessori and Waldorf were present within our pilot child care centre sites. It was observed that many indicators required these programs to implement a process or require items to be present in their environment which would not necessarily fit with their interpretation of the centre's philosophy. In these particular cases centre Supervisors and the Quality Assurance Coordinator will meet after their audit is complete to discuss the rationale behind the non-compliance indicator. Although criteria cannot be altered, opportunities for compromise can be discussed.

Process Recommendations

The pilot evaluation results indicated that the Toronto Operating Criteria tool and process for both licensed child care centres and private homes is attainable for sites in Thunder Bay and District areas. In addition, other participants such as parents and community stakeholders are agreeable and supportive of the Toronto Operating Criteria tool and process the City of Toronto employs with their Quality Assurance Program.

It is recommended that the same Operating Criteria process employed during the pilot is used when evaluating child care programs and licensed private homes.

QAEC and Supervisor's Network Implementation Plan and Recommendations

- From February to April 2012, the Quality Assurance Coordinator will complete Operating Criteria evaluations on the remaining child care sites and private home provider sites to acquire baseline scores.
- From May to December 2012, all child care centres and private home child care programs will have an 8 month period to address all program areas scoring less than three (3) out of four (4), with support from TBDSSAB, Mentoring Pairs, the Supervisor's Network and other sources.
- From January to March 2013, the Quality Assurance Coordinator will complete a second round of Operating Criteria evaluations on all licensed child care and private home sites.
- TBDSSAB will review the results of the second audit in comparison with the baseline results from 2011 and 2012, and it is anticipated that in January 2014, scores from the Program and Nutrition Sections of the Operating Criteria will be posted on the TBDSSAB website for public information.

- As is the case in Toronto, it is anticipated that by January 2014 Service Agreements between TBDSSAB and licensed child care programs will be amended to require a minimum cumulative average score of three (3 = meeting expectations) for each licensed child care program site, and a plan of action to address any individual criteria scoring less than three (3).
- TBDSSAB will continue to employ the Operating Criteria to evaluate quality in child care programs and licensed private homes on an ongoing basis.

Based on the overall item-by-item review of the tool, experience of the pilot evaluations and average scores confirm that the tool is appropriate for use in the District of Thunder Bay without modification. Additionally, it confirms that the implementation plan and recommendations endorsed by the Quality Assurance Enhancement Committee and Supervisor Network can be executed successfully by January of 2014.

Quality Assurance Operating Criteria Tool Implementation Plan

Phase 1 – 2012

Timeline	February - April: Evaluate remaining childcare centres to acquire a baseline
Resources Required	<p>Operating Criteria training module delivered to supervisors to train their staff members</p> <p>Childcare Network Meeting (infant, toddler, preschool, school age) training will be delivered regarding Operating Criteria expectations</p> <p>Identify TBDSSAB and child care operator service contract amendments</p> <p>Develop an action plan template and recommended process for using the action plan with Supervisors at their network meeting</p>
QAEC Feedback	<p>Suggestion that this presentation occur during the “mentoring pairs” part of the Supervisors’ Meeting.</p> <p>Committee agrees it is important that both supervisors and their assistants/designates have the information/ability to train staff on the new Quality Assurance Operating Criteria Tool and expectations.</p>

Phase 2 – 2012

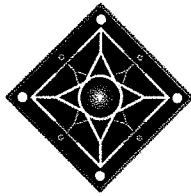
Timeline	April – December : Action Plan development and follow through
Resources Required	<p>Non-compliance Action Plans will be followed through with at this time by child care centre staff and Supervisors to ensure their centre is “meeting expectations” (score of 3 or above) in all criteria areas.</p> <p>All child care centres will have 8 months to ensure all criteria is scoring a 3 or higher.</p>
QAEC Feedback	<p>Noted that there are still some centres that close in the summer (college and district)</p> <p>Child Care Centres and City of Thunder Bay Private Home Support Worker will follow through with Action Plans during this time to ensure all centres are “meeting expectations” (scoring a 3 or above) before “go live” date</p> <p>Committee agreed this would be more than enough time to do this</p> <p>Ongoing training/support during this time period will be imperative</p> <p>Committee agreed that training/workshops should be based on the needs identified in the operating criteria results and action plan</p> <p>Training will be more individualized and build capacity between community and child care centre resources</p>

Phase 3 – 2013

Timeline	January - March: Assess all childcare centres and analyze data and compare to baseline results
Resources Required	No external resources required
QAEC Feedback	Connect with the college to see if Operating Criteria can be incorporated into the ECE curriculum Invite faculty to Supervisors' Meeting in September Committee thinks it is important that the student expectations are in alignment with Quality Assurance expectations

Phase 4 – 2014

Timeline	January: "Go Live" TBDSSAB will post childcare quality rating scores on TBDSSAB Website
Resources Required	No external resources required
QAEC Feedback	All committee members agreed this was a fair timeline and the proposed implementation plan was attainable for child care operators and private homes



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Memorandum

Date: February 2, 2012
To: The District of Thunder Bay Social Services Administration Board
From: Sandy Isfeld, Director, Service System Planning Division
Subject: Investments in Affordable Housing Program – Possible Additional Funding

Administration has been informed once again by the Ministry of Municipal Affairs and Housing that surplus funds may be available in year one of the IAH program due to lack of take-up by Service Managers (email attached). These funds would be in addition to the previous allocation. Given that the funds must be committed by TBDSSAB (if approved by MMAH) by March 31, 2012, Administration believes that ten (10) more Northern Home Repair projects at \$25,000 each are sufficiently developed and could be approved by the deadline.

Recommendation:

THAT with respect to the Memorandum to the Board from Sandy Isfeld, Director, Service System Planning Division, dated February 2, 2012 we recommend that Administration submit an additional Business Case to the Ministry of Municipal Affairs and Housing requesting funding approval for Year 1 under the Investment in Affordable Housing for Ontario Program – Northern Home Repair Program in the additional amount of \$250,000 for ten housing projects;

AND THAT Administration is authorized to immediately proceed with Stage 1 inspections of the housing projects due to the deadline of fund commitment of March 31, 2012, acknowledging that there is a potential cost to TBDSSAB of approximately \$2,250.00 if Ministry approval of the Business Case and allocation of surplus funds is not granted.

Sincerely,

Sandy Isfeld,
Director, Service System Planning Division

Attachment: Danica Edmonds MMAH, January 25, 2012 email notification of potential surplus.

Copy to: Melissa Harrison, CAO - TBDSSAB

For Sandra L.
02/02/2012
1 of 2



Fw: IAH Year 1
Sandy Isfeld to: Sandra Legros

02/02/2012 02:15 PM

attachment for memo

Sandy Isfeld

Director, Service System Planning
District of Thunder Bay Social Services Administration Board (TBDSSAB)
34 N. Cumberland Street
Thunder Bay, ON P7A 8B9
Phone: (807) 766-2111 ext. 4095
Fax: (807) 345-9412
sandy.isfeld@tbdssab.ca *NEW

***ADDRESS CHANGE:** Effective Wednesday, February 22nd, 2012 all TBDSSAB services in the City of Thunder Bay will be located at: **231 May Street South, Thunder Bay, Ontario, P7E 1B5**. All Thunder Bay offices will be closed between Friday, February 17th and Tuesday, February 21st, 2012 inclusive. During this time, staff will be available for emergencies only at (807) 625-2887 or 1-877-281-2958.

----- Forwarded by Sandy Isfeld/TBDSSAB/CTB on 02/02/2012 02:15 PM -----

From: "Edmonds, Danica (MAH)" <Danica.Edmonds@ontario.ca>
To: "Adrian De Porto" <adeporto@KDSB.ON.CA>, <KBradica@thunderbay.ca>, "Sandra Weir" <sandraw@rrdssab.on.ca>, <danm@rrdssab.on.ca>, <sisfeld@thunderbay.ca>
Cc: "Boban, Peter (MAH)" <Peter.Boban@ontario.ca>
Date: 25/01/2012 04:04 PM
Subject: IAH Year 1

To date, the Ministry has approved 22 Service Manager business cases for approximately \$31 million in Year 1 IAH funding. As you know, we are trying to achieve our target of \$47 million in Year 1 IAH funding. We are anticipating additional business case submissions and continue to encourage SMs to submit business cases for Year 1 funding within their notional allocation. It is the strong preference of the Ministry to distribute the Year 1 funding allocation of \$47M within the SMs notional allocations.

Please note that January 31, 2012 is the deadline to submit business cases for administration fees to cover the 2012 calendar year, beyond the \$100,000 in administration fees already provided at the time of signing the Administration Agreement. The business case template for additional administration fees is attached for your reference.

As a contingency, the Ministry continues to be interested in receiving information from SMs for capital components beyond the SMs notional allocation. These requests could either be a top up to a previous capital component submission, or perhaps a new business case submission for a new capital project (Rental, Homeownership or Northern Repair). Keep in mind that if sufficient Year 1 Business Cases are received from SMs and the \$47M Year 1 target is achieved, the requests for additional funding beyond a SM allocation will not be approved. However, if you are aware of construction-ready rental projects that could sign a Contribution Agreement prior to

For Sandra L.

02/02/2012

2 of 2

March 31, 2012 or have a full security package for Northern Repair projects , please inform your MSO Team Lead by providing general project information, such as location, description and planning status.

As you are aware the deadline to submit PDFPs is February 29th. We suggest that SMs that have received Year 1 funding should prorate their Year 2-4 allocations as a percentage of their total allocation when submitting their PDFPs. However, please note that depending on finalizing the Year 1 allocations, there may be further adjustments to your Year's 2 to 4 allocations.

If you have any questions, or require clarification, please contact our office.

Thanks.

Peter Boban

Northwest Municipal Services Office

Team Lead - NW Regional Housing Services

435 S James St, Suite 223

Thunder Bay, Ontario

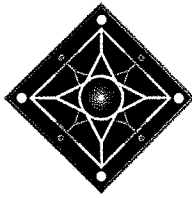
P7E 6S7

E-mail Peter.Boban@Ontario.Ca

PH (807) 473-3017

FAX (807) 475-1196

Peter.Boban@Ontario.ca [attachment "Business Case Template for Additional Admn Fees.doc" deleted by Sandy Isfeld/TBDSSAB/CTB]



THE DISTRICT OF THUNDER BAY
SOCIAL SERVICES ADMINISTRATION BOARD

www.tbdssab.ca

SERVICE SYSTEM PLANNING DIVISION
The District of Thunder Bay
Social Services Administration Board
(Also known as TBDSSAB)
34 North Cumberland Street, 4th Floor
Thunder Bay ON P7A 8B9
Telephone: 807-766-2111 x4095
Fax: 807-345-6146

Our File No.: 120.10 (CAO)

Memorandum

Date: February 3, 2012
To: Members of the Board
From: Sandy Isfeld, Director, Service System Planning Division
Subject: Strategic Planning Process

Administration is recommending to the Board that the organization's *Strategic Plan* be updated. The last update occurred in November 2007. An update is timely given the organization's new structure, many recent studies and reports produced by and for TBDSSAB and our stakeholders, as well as the impending release of 2011 Census data.

The priorities outlined in the *Strategic Plan* are fundamental for Administration in establishing work plans, as a reference in engaging with community partners, participation in initiatives, and in consultation with other levels of government, for example.

Administration proposes that an external consultant be engaged to conduct a strategic planning process as follows:

1. **Environmental Scan:** Indicators which include census/demographic statistics, economic indicators, government policies, and technological advances that may impact the organization and the way it conducts business as well as information from clients, community partners, and peer institutions.
2. **Needs Assessment:** Analysis of organizational and community issues and needs, including a community consultation.
3. **Mission, Vision, and Values Statements:** Defines the organization's fundamental reason for existence and establishes the scope or limits of its business in relation to community needs and legislated mandates.
4. **General Objectives:** Broadly describes prioritized issues and needs and what the organization wants to achieve over the next four to five years.
5. **Strategies:** Specific, measurable actions and directions designed to reach the objectives. Strategies are fulfilled through creation, continuation, change, or elimination of programs.

It is the assessment of Administration that much of the necessary information to complete the environmental scan and needs assessment has recently been collected through extensive research and public, stakeholder and client consultation for various initiatives, such as:

- TBDSSAB Organizational Review
- TBDSSAB Housing Strategy
- TBDSSAB Employment Services Review
- Social Assistance Review Commission submission
- TBDSSAB child care quality assurance pilot project
- TBDSSAB extended hours and special needs community surveys
- Thunder Bay Drug Strategy
- Crime Prevention Strategy
- Thunder Bay Children's Aid Society – Street Involved Youth Study
- Urban Aboriginal Strategy
- LHIN – Integrated Health Services Plan

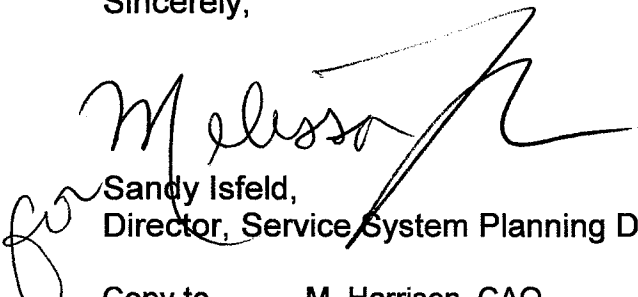
It is proposed that a consultant be engaged to review existing information, prioritize major issues and needs, draft recommendations, and conduct a facilitated Board and senior staff planning session to focus on renewal of the TBDSSAB mission, vision, and values statements, general objectives, and strategies.

Administration will then use the results of the strategic planning process to guide operational goals, program functions, and Division work plans over the next four to five years.

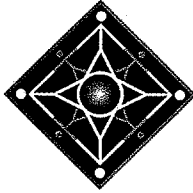
A total of \$70,000 has been budgeted for this project in the 2012 budget, including related consultant fees and advertising, printing, community consultation, and circulation costs. It is anticipated that this process could be completed by summer 2012.

Administration is seeking direction from the Board with respect to the proposed process, subject to minor adjustments based on the advice of the strategic planning consultant when engaged.

Sincerely,


for Sandy Isfeld,
Director, Service System Planning Division

Copy to. M. Harrison, CAO



THE DISTRICT OF THUNDER BAY
SOCIAL SERVICES ADMINISTRATION BOARD

OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER
The District of Thunder Bay Social
Services Administration Board
(Also known as TBDSSAB)
c/o 34 North Cumberland Street, 4th Floor
Thunder Bay ON P7A 8B9
Tel: 807-766-2103 / Fax: 807-345-6146

Our File No.: 600.03

Memorandum

Date: February 3, 2012
To: Members of the Board
From: Melissa Harrison, Chief Administrative Officer
Subject: NOSDA Annual General Meeting - April 2, 3, and 4, 2012

The NOSDA 2012 Annual General Meeting will be held on April 2, 3 and 4, 2012, in Timmins, Ontario, and the draft agenda is attached for your information. The following resolution will be presented at the February Board meeting to select TBDSSAB representation at the meeting.

THAT with respect to the Northern Ontario Service Deliverers Association 2012 Annual General Meeting, to be held on April 2, 3, and 4, 2012, in Timmins, Ontario, the following Members of the Board are selected to attend:

- | | |
|----------|----------|
| 1. _____ | 3. _____ |
| 2. _____ | 4. _____ |

AND THAT in the event that the above Board Members are unable to attend the following Members will be contacted to attend in their place:

- | |
|----------|
| 1. _____ |
| 2. _____ |

Sincerely,

Melissa Harrison
Chief Administrative Officer
The District of Thunder Bay
Social Services Administration Board

/sml



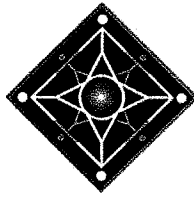
DRAFT

April 2, 3 & 4, 2012
Day's Inn and Conference Centre
Timmins, On

2012 Northern Ontario Service Deliverers Association Annual General Meeting
Delivering Human Services in Uncertain Times in Northern Ontario (Proposed)

Monday, April 2, 2012	
4:30 pm to 6:00 pm	Registration (Second Floor) <ul style="list-style-type: none"> • Coffee and Tea available for arrival of guests
6:00 pm to 6:15 pm	Welcome and Opening Remarks <ul style="list-style-type: none"> • Gary Scripnick, NOSDA Chair
6:15 pm to 7:00 pm	NOSDA Business <ul style="list-style-type: none"> • Meeting called to order • Review of 2011 AGM Proceedings • Committee Appointments <ul style="list-style-type: none"> ○ Nominations Committee ○ Resolutions Committee ○ Evaluation Committee • Review of Resolutions • Overview of NOSDA Strategic Plan—Chris Stewart (confirmed)
7:00 pm to 7:45 pm	<ul style="list-style-type: none"> • Keynote Address: Health Services Integration and the Local Health Integration Networks Experience – Louise Paquette (TBD)
7:45 pm to 8:15 pm	<ul style="list-style-type: none"> • Moderation
8:15 pm	Networking Buffet and Reception— WHERE?
Tuesday, April 3, 2012	
7:00 am to 8:30 am	Breakfast— WHERE?
8:30 am to 9:00 am	Registration (Where?)
9:00 am to 9:15 am	Opening Ceremonies: Welcome from the City of Timmins <ul style="list-style-type: none"> • Mayor Tom Laughren (To confirm) • Gary Scripnick, Cochrane DSSAB
9:15 am to 9:45 am	Moderator: Leo DeLoyde(TBD) Affordable Housing and Homelessness: A Service Integration Approach : Minister Kathleen Wynne
9:45am to 10:30am	Reactor Panel: <ul style="list-style-type: none"> • Iain Angus, Thunder Bay DSSAB(TBD) • Brian Marks, Cochrane DSSAB(TBD)
10:30 am	Break— WHERE?
10:45 am to 11:30 pm	Social Assistance Review <ul style="list-style-type: none"> • Frances Lankin (TBD) • Munir Sheikh (TBD)
11:30 am to 12:00 pm	Human Services Integration and Social Planning —Janet Gasparini (TBD)
12:00 pm to 1:00 pm	Lunch— WHERE?

1:00 pm to 2:00 pm	<p>Moderator: Kim Streich Poser (TBD)</p> <p>Keynote Address : Changes in the Role of MCSS in the Delivery of Services in Northern Ontario Hon. John Milloy, Minister of Community and Social Services/PA/Deputy Minister, Ministry of Community and Social Services (TBD)</p>
2:00 pm to 2:15 pm	Break
2:15 pm to 3:00 pm	Panel Discussion: Human Services Delivery and Implications for Children's Services (TBD)
3:00 pm to 3:45 pm	<p>Key Note Address: Non-Emergent Patient Transfers and Ambulance Services – Gareth Jones, Deputy Ombudsman for the Province of Ontario (CONFIRMED)</p> <p>Reactor Panel: Don Studholme, Timiskaming DSSAB Dan McNeill, Kenora DSSAB Norm Gale, AMEPSO</p>
4:30 pm to 6:00 pm	<p>NOSDA Business</p> <ul style="list-style-type: none"> • Discussion and voting on NOSDA Resolutions
6:30 pm	Reception in Hospitality Suite— WHERE?
7:30 pm	Group Dinner (WHERE?)
Wednesday, April 4, 2012	
7:30 am to 9:00 am	General Breakfast— WHERE?
8:30 am to 9:30 am	<p>NOSDA Business—Working Breakfast</p> <ul style="list-style-type: none"> • Executive Committee Report • General Business • Directions for 2012-13 • Nominations Committee • Elections • Evaluation Committee
9:30am to 10:30 am	<p>Keynote Address: Setting the Stage for Certainty: Delivering Human Services in Northern Ontario and the Northern Growth Plan Hon. Rick Bartolucci, Ministry of Northern Development and Mines (invited)</p> <p>Reactor Panel: Moderator - Gary Scripnick</p> <ul style="list-style-type: none"> • Pat Vanini, Executive Director, Association of Municipalities of Ontario (AMO) (TBD) • Ron Nelson, President, Northwestern Ontario Municipal Association (TBD) • Al Spacek, President, Federation of Northern Ontario Municipalities (TBD)
10:30 am to 11:00 am	Delivering Human Services : Tying it All Together—Gary Scripnick(TBD)
11:00 am	Adjournment



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Our File No.: 1500.05

Memorandum

Date: February 7, 2012
To: Members of the Board
From: Melissa Harrison, Chief Administrative Officer - TBDSSAB
Subject: TBDHC Properties – Insurance Coverage Increase

At the February 3, 2012 Executive Committee meeting, direction was provided to Administration to circulate for the Board's consideration a resolution to increase the insurance coverage on Thunder Bay District Housing Corporation properties to align with the replacement values identified in the appraisal that was conducted by Risk Management Services (RMS). The Executive Committee expressed concern that any delay in increasing the coverage would involve excessive risk to the organisation, so rather than wait until the Board meeting for approval, it is being requested now. A memorandum from William Bradica, Director Corporate Services Division, along with a comparison of the replacement values, as determined by RMS, with the current insured values was presented to the Board at the January 19, 2012 meeting.

Please email your response on the following recommendation (approval or not) via email to slegros@thunderbay.ca, by Thursday, 4:30 p.m.; confirmation of the results will be presented under New Business at the February 16, 2012, Board meeting, for recording purposes only.

Recommendation:

THAT we the District of Thunder Bay Social Services Administration Board authorize Administration to direct the insurance carrier to increase the insured values for those properties owned by the Thunder Bay District Housing Corporation that were evaluated by Risk Management Services to the values identified in the appraisal report dated December 20, 2011;

AND THAT we authorize the Senior Administrator, Thunder Bay District Housing Corporation and the Director, Corporate Services Division, The District of Thunder Bay Social Services Administration Board, to execute any necessary documents to implement this increase.

Should you have any questions, please contact Bill Bradica, Director,
Corporate Services Division, at 807-766-2111, Ext. 4071.

Sincerely,



for Melissa Harrison
Chief Administrative Officer
The District of Thunder Bay
Social Services Administration Board

WB/sml