



City of Toronto
HIGH FIVE® Accreditation Toolkit:
A Resource for All



2019 Educational Forum and Trade Show

#PROForum19  TORONTO



- Let me paint you a picture of where we work. Toronto is the largest municipality in Canada and the fourth largest in North America. It covers 630 square kilometres, has a population of 2.8 million people and is an amalgamation of 6 former municipalities.
- We work for this City in the Community Recreation Branch of the Parks, Forestry and Recreation Division. We work alongside 8,500 frontline, unionized staff and over 800 full time or management staff who deliver 35,000 registered recreation programs, in 16 different program areas, to 6-12 year olds each year. The size and scope of our workplace is sometimes hard to fathom.



New Beginnings

- 2016: Launched HIGH FIVE® Project
- Goal: Accreditation
- Challenges: Staff resistance, uncertainty



- Three years ago we were tasked with implementing the High Five Standard so we could achieve accreditation. Why High Five? Why now? Why do we need this?
- These were the questions Community Recreation staff were asking. We had tried implementing High Five since 1999, however, only in specific program areas, and we wanted to move towards a more consistent way of implementation across our operations. With such a large staffing complement, you can imagine there was a fair bit of resistance and uncertainty of the unknown. It took time for staff to become comfortable with what we were trying to achieve through implementation of this project.



Why HIGH FIVE®?

- National Standard
- Amalgamation
- Strategic Direction
- Consistency



- Why High Five? It is the only national, evidence based standard for children's recreation programs that focusses on quality and healthy child development. These are values we care deeply about and are reflected in our long-term strategic plan.
- But why do this now, and more importantly, why do we need this standard at all? When we launched our project to reach accreditation, it had been 18 years since we amalgamated as a bigger City. Eighteen years later, and the City was struggling to ensure there were consistent practices and quality standards across the City. We were also in the final years of our strategic plan, with a goal to: "Provide the highest quality programs and services to enhance the health, quality of life, and wellbeing of residents." Although we had plenty of examples of quality programs, without consistent quality standards, we knew we could do better in how consistently we delivered quality programming across every community in Toronto.



HOW?



2019 Educational Forum and Trade Show

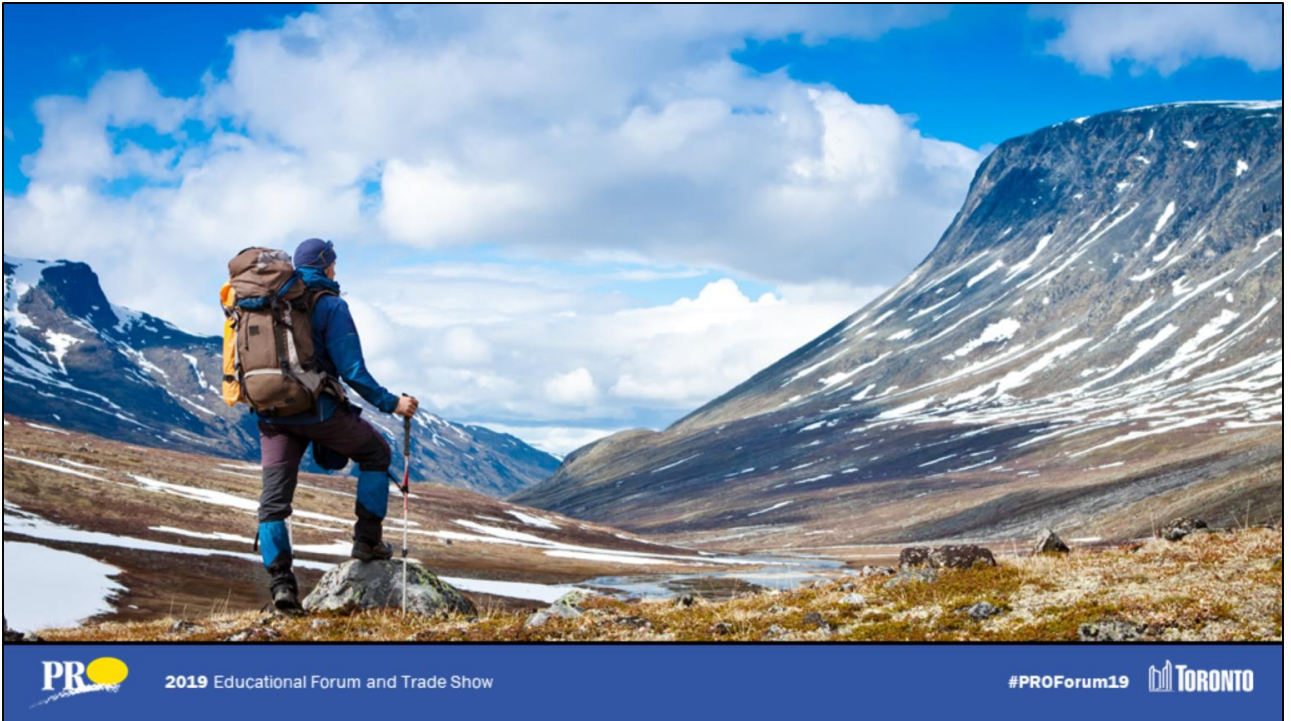
#PROForum19  TORONTO

The next big question we faced was "How?" How could we possibly make the kind of sweeping changes required to implement the High Five Standard? How could we move the needle on staff sentiment and resistance? And how could we do this in a way that produced positive results in a reasonable amount of time?



- Dedicated project
- Provincial grant
- Project team
- 2.5 years
- Accreditation Toolkit

- Looking at different options, we decided that this could only work as a dedicated project. We received a grant from the Ministry of Tourism, Culture and Sport and gathered together a small project team of three, which eventually grew to six. We set a 2.5 year timeline. And, we committed ourselves to producing a High Five Accreditation Toolkit to document our biggest successes and challenges, what we learned along the way and some of the best practices we developed that can work in an organization or municipality of any size seeking accreditation or simply managing big changes.
- This is what we want to share with you today.



2019 Educational Forum and Trade Show

#PROForum19  TORONTO

This is what our task looked like in the beginning – monumental, large and daunting. We had to somehow turn a 9,300 person ship around, mid-water, and chart a new course – all in 2.5 years.



HIGH FIVE® Standard

- Communication, recognition and engagement
- Staff training and development
- Program assessments
- Policies and procedures



For those of you not familiar, the High Five Standard is organized into 4 key areas:

1. Internal/external awareness, communication, staff recognition and engagement
2. Staff training and development
3. Program assessments (QUEST 2s)
4. Policy and procedure review and development (QUEST 1)

We had to meet specific requirements and overcome considerable challenges in each of these areas in order to become accredited.



Internal/external awareness, communication,
staff recognition and engagement

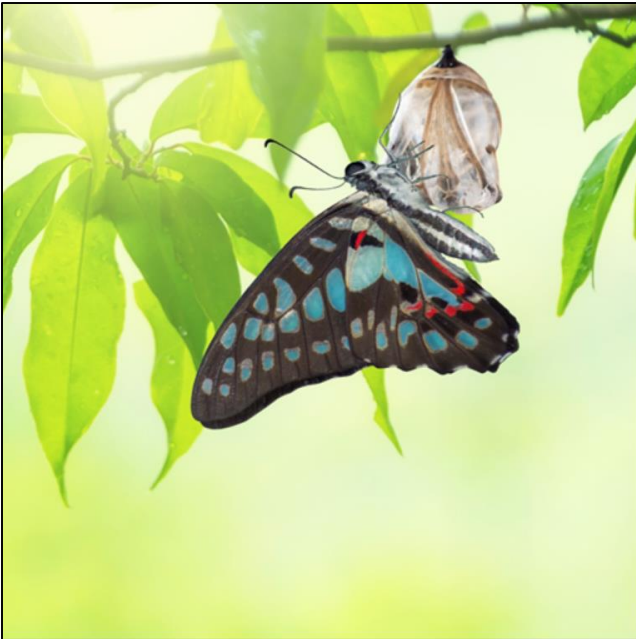


2019 Educational Forum and Trade Show

#PROForum19



TORONTO



Transforming the Culture

Culture of...

- Program quality
- Positive recreation experiences

Need to...

- Engage staff
- Make it positive



- Once we had taken stock of the situation, we realized that what we were ultimately doing was bigger than merely implementing the High Five Standard. We realized that we needed to transform the culture in Community Recreation to one that further strengthened the focus on program quality and positive recreation experiences in every community centre, among all staff and in every area of operations.
- To make a transition that large, we would have to heavily engage staff, get them to take ownership of High Five, transition the conversation on High Five from a negative to a positive one and find a way to make it last for the long-term.



Communication, Recognition & Engagement Challenges



2019 Educational Forum and Trade Show

#PROForum19



We faced some challenges in engaging and recognizing staff and communicating about what we were doing, both internally and with our program participants and the broader public.



Communication, Recognition & Engagement Challenges

- 9,300 staff
- Working City-wide
- Limited computer access
- Limited recognition



2019 Educational Forum and Trade Show

#PROForum19  TORONTO

- We had 9,300 people to influence, and they work across large distances in every community in Toronto, most with limited access to computers.
- And we had a very limited recognition program in place for our largest and arguably most important pool of 8,500 part-time staff.

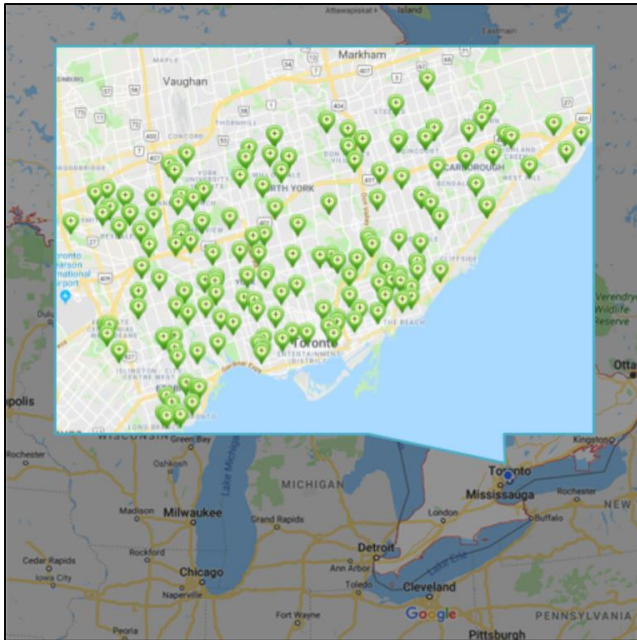


Communication, Recognition & Engagement Challenges

- 9 simultaneous change initiatives
- Information overload



- In our context, High Five was one of 9 change initiatives impacting Community Recreation at that time, and what we were proposing was an enormous change that affected almost every area operations. Humans tend to be creatures of habit, and change can be difficult to digest in the best of circumstances.
- Living in a digital age with information overload being the norm, and so many changes going on, our initial frequent emails to staff about High Five were just too much for them to digest in the context of everything else that was happening.



Communication, Recognition & Engagement Challenges

- 355 facilities across Toronto
- Lengthy communications protocol



- We also had to find a way to effectively communicate with the public about what we were trying to achieve with High Five. With so many recreation facilities – 355 to be exact – across such a vast distance, we had to find a way to reach people throughout Toronto.
- Having many of our own internal protocols around how we communicate publicly, and in what format we do that, and with many layers of approval in between, it can take time to coordinate external communication.



Our Vision
We take quality seriously.
Our commitment is to the healthy development of children.



2019 Educational Forum and Trade Show

#PROForum19



- One of the early things we did, after our initial phase of information gathering and sharing with staff, was develop a project vision. We needed a vision for the project team to stay focussed on. We needed something all staff could get behind. And we needed the vision to tie into our larger organizational strategy. The vision we developed is: We take quality seriously. Our commitment is to the healthy development of children.
- We initially developed our vision with the project team, but then shared it with key staff, stakeholders and our Director for feedback, so there was broad buy-in and support. Having their input also meant that the vision was reflective of their ideas.
- The vision is the main message we used in all our communications and highlights our need to put quality at the forefront of everything we do, as recreation programming can have lifelong impacts on participants. The vision really helped solidify the cultural transformation we were making in a positive way and kept us focussed as a project team on our long-term goal.



Influencers & Change Makers

- Regular meetings
- Sharing our work plans
- Communicating their support



- We knew from experience with other projects that it's difficult to make change and embed it for the long-term without the support of senior leaders. We also knew that it helps to have a group of "influencers" and "change makers" who can lead by example and support their peers to make change.
- So we worked hard to make sure our senior leaders were aware of the changes we were making by regularly meeting with them and sharing our work plan, so they were on board. We also asked them to communicate that support to the larger Recreation staff team.

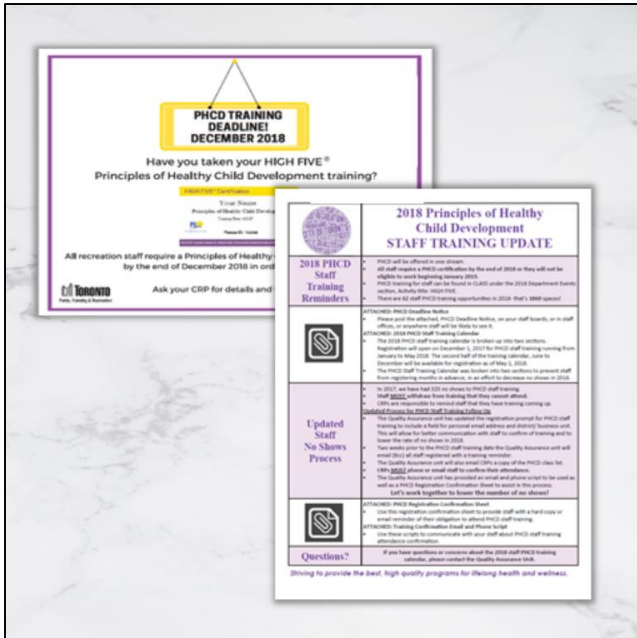


Innovation FUN Team

- Staff influencers and change makers
- Making it fun and positive
- Catalyst for change and buy-in



- We established an Innovation Fun Team of staff representatives from each district in the City, many of them "influencers and change makers". The idea was to inject some fun into the project, encourage a positive association with High Five and leverage the Fun Team members' influence in getting messages out to the field and rolling out new initiatives.
- This team evolved into the catalyst that got the ball rolling on making changes and building broad buy-in among staff for what was to come.

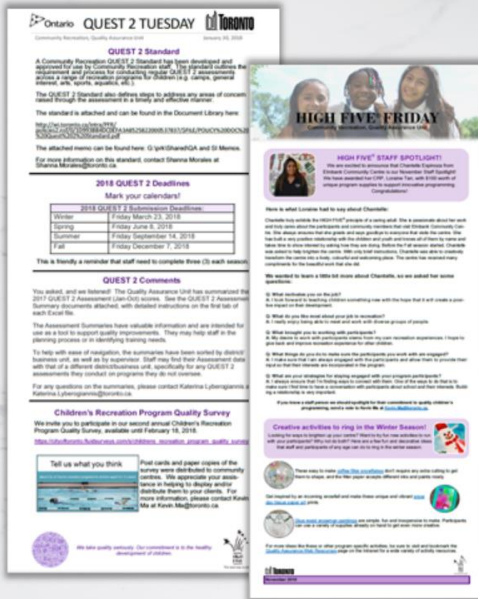


Communication Tactics

- Emails
- Positive and concise
- Designed for posting

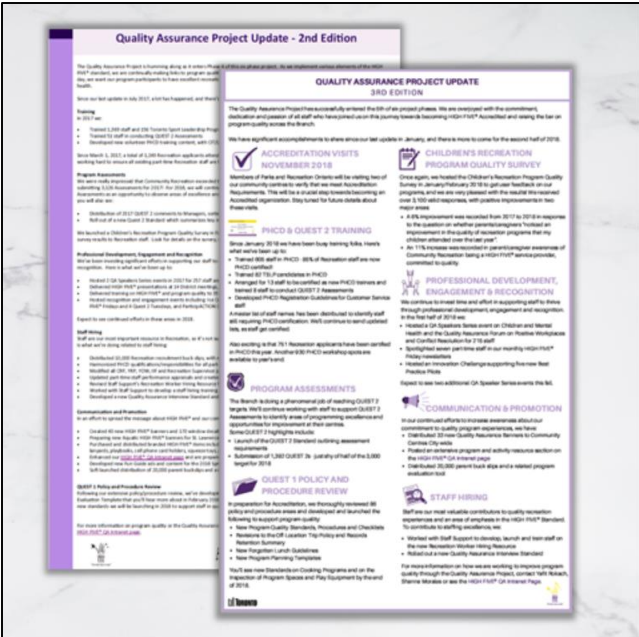
We also had to figure out the tactics we were going to use to get messages out to all of our staff. Even though our part-time staff had limited computer access, we knew it was still the cheapest and easiest way to communicate with such a large team.

What we *did* do was design our communication documents so they were positive in tone and concise with a layout that could easily be posted in community centre offices by full-time staff for everyone to read.



- ## Staff Newsletters
- HIGH FIVE® Fridays
 - QUEST 2 Tuesdays
 - Positive stories
 - Resources
 - New standards
 - Assessments
 - Professional development

We developed two staff newsletters – the High Five Friday monthly newsletter and the Quest 2 Tuesday bi-monthly newsletter. In these newsletters, we shared positive stories, interesting program resources and important information about excellence in programming, how to conduct program assessments, new standards we were launching and upcoming professional development events.



Project Updates

- To keep staff engaged and invested, we also knew we had to find a way to let them know what we were doing and what to expect, especially since the project was long - 2.5 years - and because there were so many other initiatives happening at the same time in Recreation.
- Every six months, we distributed a project update about what we had accomplished and where we were headed next.

Internal Web Page – Intranet

Promotional Materials

Recruitment Buck Slip
The **Recruitment Buck Slip** can be distributed at your community centres, arenas, youth lounges and hiring events to help promote hiring of part-time staff. To order recruitment buck slips please contact Jasmine Cifuentes at Jasmine.Cifuentes@toronto.ca

Parent/Caregiver Buck Slip
The **Caregiver Buck Slip** help to inform parents and caregivers of our dedication to providing quality program staff and highlights the value of their feedback. To order caregiver buck slips please contact Jasmine Cifuentes at Jasmine.Cifuentes@toronto.ca

Professional Development

The Quality Assurance Unit has hosted a series of professional development events to support staff in delivering the best quality programs. A look at past Quality Assurance Forums and Speakers Series for information and resources gathered from those events.

- 2018 Quality Assurance Forum: On-Public Participation and Conflict Resolution
- 2017 Quality Assurance Forum: On-Feedback and Innovation
- Quality Assurance Speakers Series

General Programming Resources

- General Programming Resources
- Special Programming Resources
- Ask-A-Robot

Go Back

Go Back is a flexible channel that can be a feed-in for supplementing Toronto Learn to learn programming by offering new and existing ideas for staff and staff. The channel offers a way to share learning ideas with stakeholders that program also administrative involvement and. The video are provided in course 2.0 course that includes the 2018-2019 video to be used as the guide for staff.

Supporting Lesson Ideas

Supporting Lesson Ideas will help you find the best way to make your lesson ideas for teaching. The long list of ideas are for use with and to be used in ongoing activities, when considering the key outcome of a lesson for your program.

• Finding
• Review
• Get started
• Resources
• Program Areas
• More

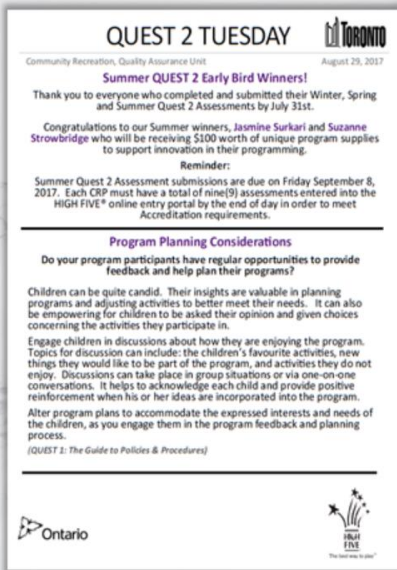
We set up an internal web page that served as a one stop shop where staff could find information on the project and access all the resources and tools we were sending them regularly.



Staff Spotlights

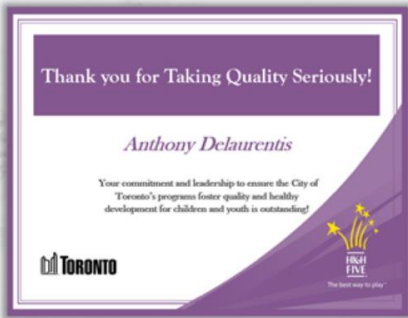
- Peer and community recognition
- Staff engagement
- Celebration of excellence

- On the intranet and in the High Five Friday newsletter, we devoted space to a monthly staff spotlight. The interview format of the spotlight let staff tell their own story about why they work in recreation, and for each spotlight we awarded \$100 towards innovative program supplies, ideally for that staff person's own recreation programs.
- The spotlights allowed us to recognize staff internally, among their peers, and also externally among the public, by producing 11x17 colour posters of the spotlight for their community centre bulletin boards. The spotlights helped us engage the frontline, build their commitment to High Five and celebrate examples of excellence.
- This is still one of the most well received initiatives of the project.



- ## QUEST 2 Early Birds
- \$100 award for early birds
 - Positive association

- Our Quest 2 Tuesday newsletter also recognized staff early birds who completed their Quest 2s ahead of the quarterly deadlines we set for submission. We awarded them with \$100 in unique program supplies.
- The recognition and award helped to strengthen the association of High Five and Quest 2s with something positive, and we had to do that in earnest to turn the tide on staff sentiment.



Celebrating Best Practices

- Community of practice
- Recognition events
- Camp challenge
- Staff appreciation certificates



- We introduced a range of other recognition initiatives so we could collectively celebrate best practices in the field and start developing a community of practice among staff who were committed to quality program delivery.
- These included recognition events with our director, a summer camp challenge and staff appreciation certificates.



Staff Awards

- Recognize and Invest in Staff Excellence (RISE) Awards



2019 Educational Forum and Trade Show

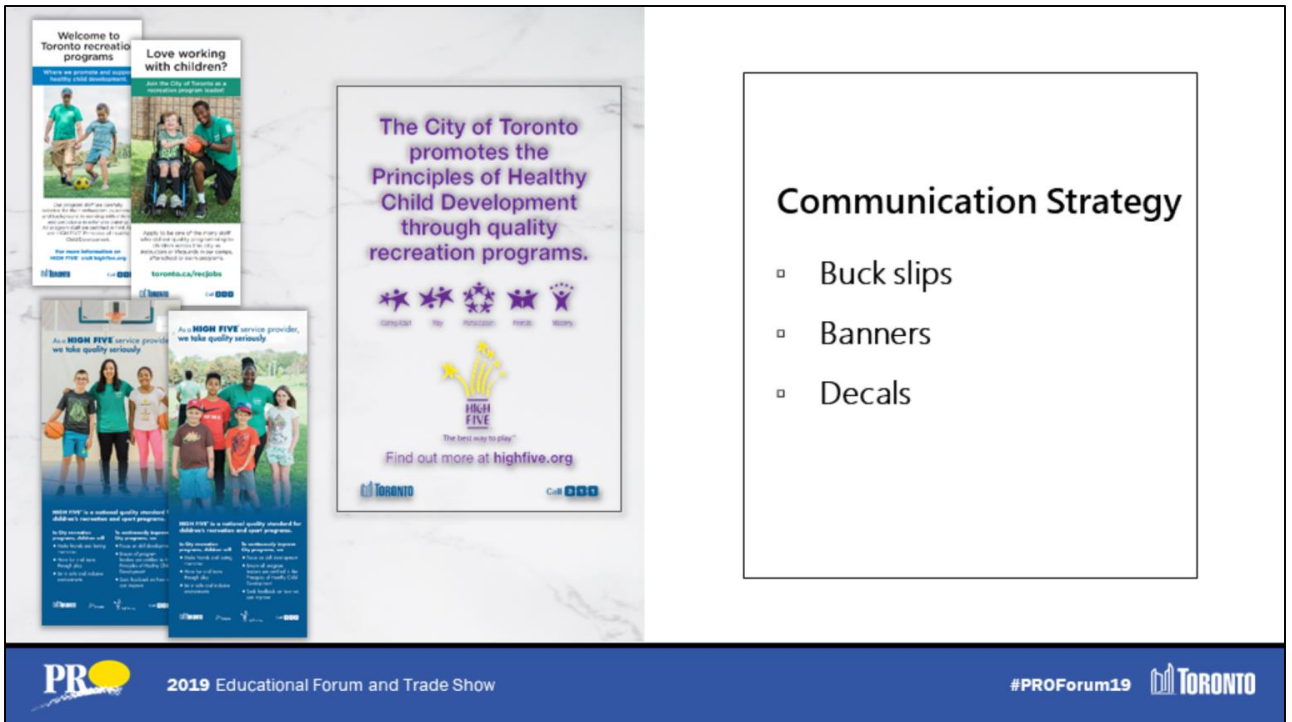
#PROForum19  TORONTO

We also expanded our Recognize and Invest in Staff Excellence (RISE) Awards for full-time staff to include part-time staff, and we created a new award category specifically linked to High Five.

Communication Strategy

- Used existing channels
- City web site
- FUN Guide
- Registration confirmations
- Camper Handbook
- Staff t-shirts
- Report cards
- Swim Bracelets

- To communicate most effectively with our patrons and the larger public, we developed a Communication Strategy and did an inventory of the communication channels and events already available to us. The Strategy helped us get approval and support at the highest levels of our Division.
- We decided it would be most effective to use our own web site, program registration guide (Fun Guide), registration confirmation emails, our Camper Handbooks, staff t-shirts, aquatic report cards and aquatics bracelets to spread the message about High Five.



- Our Division hosts annual job fairs, so we developed recruitment buck slips to hand out that focused on attracting leaders committed to High Five values.
- At our own community centres, where we have a captive audience, we developed a range of promotional materials that were reflective of our diverse communities, so our messages resonated with them. These included parent/caregiver buck slips, stand-up banners and window decals that let parents/caregivers and participants know about High Five and our commitment to quality.



Staff Training and Development



2019 Educational Forum and Trade Show

#PROForum19





The Unionized Employee

- 85% PHCD training requirement
- Variable staff placements and shifts
- 1,480 new staff annually

- The High Five Standard requires that 85% of Recreation staff working with children ages 6-12 are trained in the Principles of Healthy Child Development.
- We knew that our Recreation staff, who are unionized, have the option of applying for a range of Recreation shifts once they are hired on as a Recreation Worker. One staff person might be hired to run fitness programs for adults, but then apply the next season to work as a camp counsellor with children. Given that we hire approximately 1,480 new staff each year, there would be no practical way for us to train 85% of new staff working with children and also consistently track where they were working and when.
- We also had to ensure that whatever system we put in place for having new applicants obtain their PHCD certification, it would not be a barrier to employment.



Training Existing Staff

We also had an existing pool of 4,890 staff who worked across the 630 square kilometre footprint of the City of Toronto, with some living beyond those borders, who had not yet been trained in PHCD, and we needed to find a way to schedule these staff for PHCD training.

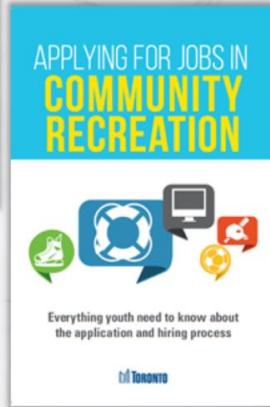


Investing In Staff

- Capacity building
- Relevant and engaging
- Building trust



- In the context of Accreditation, training staff also meant we needed to invest in their capacity to manage and deliver excellent programs and support their teams.
- But how do you train 9,300 full and part-time staff, some of whom work as little as 2 hours a week or less? How do you make it relevant and engaging? And how do you build staff trust and confidence in professional development, when other professional development initiatives have come and gone over the years?



All or Nothing

- Trained everyone
- New condition of employment
- Flexible training schedules
- Updated jobs, hiring and training guides



2019 Educational Forum and Trade Show

#PROForum19



- After considering many options, we decided it made most sense to train all of our staff in PHCD and require all incoming applicants to be certified, so that everyone was on the same page with respect to High Five and the Principles of Healthy Child Development. We established a new condition of employment, and just like First Aid and CPR, applicants had to demonstrate they had their PHCD certification before officially being hired.
- We worked extensively with our Recreation hiring leads and reviewed hiring data to create a PHCD schedule that aligned with the hiring dates and featured daytime, evening and weekend PHCD workshop dates. We worked tirelessly to adjust and modify the schedule over time and from year to year to meet new program and hiring demands.
- To make sure applicants knew what to expect, we changed our job descriptions, updated our Youth Hiring Guide and revised our Leadership Training Guide so applicants knew they had to be certified and where they could sign up for PHCD.



Training Existing Staff

- Heavy consultation
- Team of trainers
- City-wide schedule



2019 Educational Forum and Trade Show

#PROForum19  TORONTO

Following heavy consultation among our Recreation staff, and development of a team of PHCD trainers, we were also able to set up a PHCD training schedule for existing staff that stretched across the City's vast geography.



Professional Development

- HIGH FIVE® Speaker Series
- Train-the-trainer model
- Online resources
- Electronic surveys



- Realizing that professional development was one of the areas where we could make a sizeable impact in terms of building staff goodwill and strengthening their capacity to deliver excellent programs, we invested a lot of time in establishing a year-long High Five Speaker Series of professional development events.
- We set the bar high and looked for the best speakers available. We also established each event as a train the trainer opportunity and provided full-time staff with follow-up resources on the Intranet to take back to their centres and share with their part-time staff.
- Following each Speaker Series event, we distributed short electronic surveys to get staff feedback so we were continually improving and gathering ideas for future training topics.



Program Assessments



2019 Educational Forum and Trade Show

#PROForum19





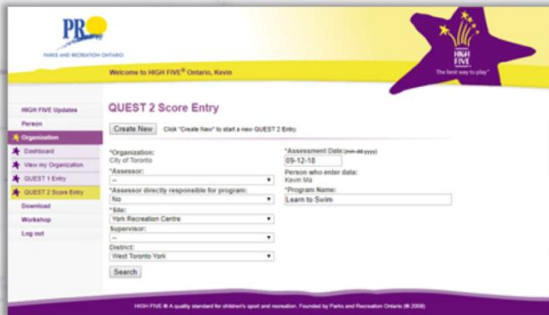
QUEST 2



2019 Educational Forum and Trade Show

#PROForum19 TORONTO

- It's hard to know how to improve on program quality if you don't first look and listen. That requires dedicated program evaluation and gathering of feedback.
- One of the great things about High Five is that it offers a consistent way of assessing programs. It's called the Quest 2. We had implemented it through sampling since 1999, but the demands of Accreditation required that we do it systematically and use those results to make positive improvements.



Completing QUEST 2s

- 3,000 QUEST 2s annually
- Accurate and on-time
- Train staff and address vacancies



- Based on our program counts, we determined that we needed to complete and track 3,000 Quest 2 assessments annually. We also needed to find a way to ensure they were being done accurately and on time in each of our programming areas City-wide and that staff took them seriously.
- And we had to train full-time staff on how to conduct a Quest 2 assessment, while taking into account the movement of staff through retirements and promotions.

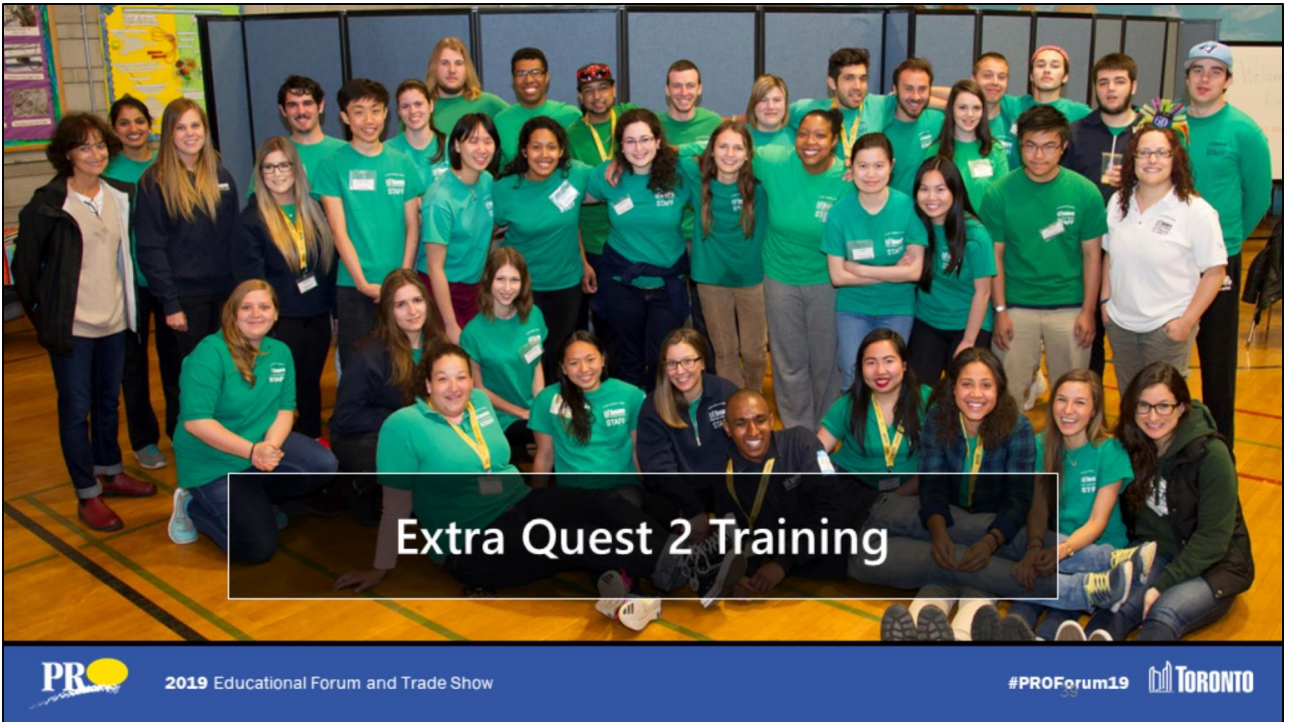


Tracking and Support

- Quarterly deadlines
- Submission summaries
- New QUEST 2 resources
- Positive support for issues



- To deal with these issues we established quarterly deadlines for Quest 2 submissions. We tracked submissions and created summaries for our Managers every 3 months, so they could stay on top of things.
- Supporting staff to conduct the Quest 2s and use them for making improvements was also critical. By identifying the barriers for completing assessments with staff, we developed a range of resources for staff to reference, and we used the Quest 2 Tuesday newsletter to highlight how to handle common concerns. When big issues emerged, our team went out to the field to address them in a positive and supportive rather than punitive way.



We trained a pool of extra senior part-time staff in each City district to support the completion of assessments when staff retired or moved on to new jobs.

QUEST 2 Submissions!

Congratulations to all districts and business units.

KEEP CALM WE COMPLETED 3100 QUEST 2'S

Together, we surpassed our goal, completing 3,100 QUEST 2 Assessments in 2017.

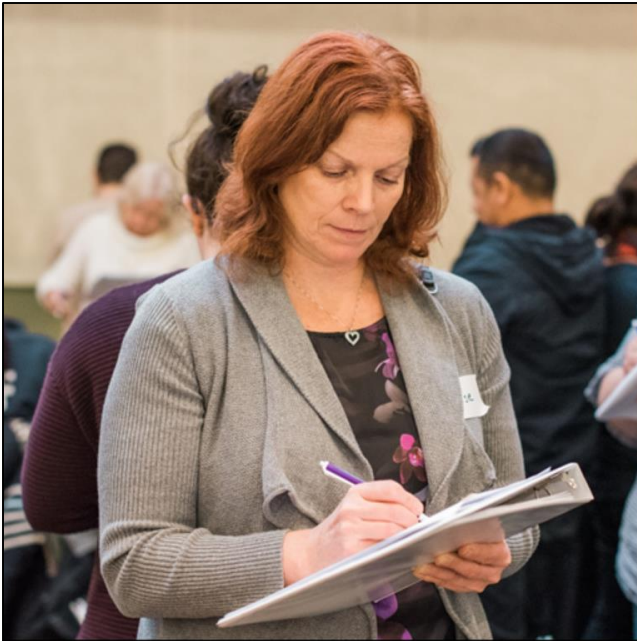
With over 5,300 staff and 36,000 participants observed through QUEST 2s in 2017, we are helping to create recreation programs of the highest quality, providing the best experiences for children.

In 2018, each CRP will need to continue conducting twelve (12) QUEST 2 Assessment, as this is our best opportunity to mentor staff. QUEST 2 Assessments provide us with the opportunity to have face time with staff and deliver feedback in relation to a specific and consistent set of criteria.

2017 Strengths	2017 Opportunities
<ul style="list-style-type: none"> Leader to Child Interactions: Respect and Positive Leadership 	<ul style="list-style-type: none"> Programming Characteristics and Supports: Program Planning
<ul style="list-style-type: none"> Supervision: Site Safety 	<ul style="list-style-type: none"> Supervision and Safety: Supervision in transition areas
<ul style="list-style-type: none"> Programming Characteristics and Supports: Welcoming Environment and Activity Appropriate Space 	<ul style="list-style-type: none"> Programming Characteristics and Supports: Pace of Activities, Balance and Choice of Activities

Annual Summary

Looking at the bigger picture, we summarized the key findings from the assessments at year's end, so our management staff could use them in strategic planning for their districts.



An Outside Perspective

- Need for consistent and reliable data gathering



- When you're looking to improve, there are things you often miss, so it's important to get an outside perspective too. We needed to find a consistent way of gathering data and feedback from parents/caregivers and using that to address concerns strategically.
- We had used client surveys in the past, but survey questions and response rates changed, sometimes dramatically, from year to year.

Welcome to Toronto recreation programs

Where we promote and support healthy child development.

Our program staff are carefully selected for their enthusiasm, experience and background in working with children and participate in extensive training. All program staff are certified in First Aid and HIGH FIVE® Principles of Healthy Child Development.

For more information on HIGH FIVE® visit highfive.org

Toronto Call 311

Parent and Caregiver Feedback

We take quality seriously and are always seeking feedback on our services. Parents and caregivers are encouraged to give us feedback on programs and activities at any time during or after their child's program. Feedback can be provided by speaking to staff after programs, calling the program location or asking to fill out a program evaluation form on site.

HIGH FIVE
The best way to play™

Toronto Call 311

- Buck slip
- Standardized evaluation forms

PR 2019 Educational Forum and Trade Show #PROForum19 **Toronto**

Going to the source is often the most effective for resolving issues. Knowing that, we designed a parent/caregiver buck slip and distributed them at our recreation centres. It asked parents/caregivers to provide feedback to staff at their centres and let them know about a new standardized evaluation form we developed.

TORONTO

2018 Child's Recreation Program Quality Survey

#question:

Question 7

Thinking about your child(ren)'s experiences with the City of Toronto's children's recreation programs at the facility you selected as visiting most often, how much would you 'Agree' or 'Disagree' with each of the following statements?

Please rate your level of agreement with the following statements by using this 5-point scale where #5 means 'Strongly Agree' and #1 means 'Strongly Disagree'.

	#5 Strongly Agree	#4 Somewhat Agree	#3 Neither Agree nor Disagree	#2 Somewhat Disagree	#1 Strongly Disagree	Not sure/Not applicable
a) Customer service from staff is good	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) Program staff are well trained, attentive and professional	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c) Program staff show leadership and enthusiasm	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d) Programs are well organized	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e) Programs promote new learning and skill development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f) Programs are fun and engaging	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g) My children are making more friends in programs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
h) Programs support my children's individual needs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
i) A variety of equipment is available and in good condition	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
j) Programs are accessible	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
k) Programs are welcoming and inclusive of diverse cultures and communities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
l) The program environment or facility is safe and well maintained	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
m) There is good communication between staff and parents or participants	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
n) Program activities are age appropriate	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
o) I am satisfied with the quality of the recreation programs that my children attend	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
p) I have noticed an improvement in the quality of recreation programs that my children attend over the last year	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

- ## Surveys
- Parent/caregiver survey
 - QUEST 2 quality criteria
 - Site and program specific

- We also took the task of surveying seriously and developed a comprehensive and user friendly parent/caregiver survey targeted at those whose 6-12 year olds had participated in recreation programs the year before.
- Parents/caregivers were able to select their centre and the programs they participated in, and answer questions that integrated many Quest 2 quality criteria.

Tell us what you think

about City of Toronto recreation programs for children aged 6 to 12 years!



The Children's Recreation Program Quality Survey is available from January 22 to February 18, 2018.

toronto.ca/haveyoursay

If you prefer an alternative to completing the online survey, contact Shanna Morales at 416-396-7758.



Getting the Word Out

- Posters, social media, web
- 1,300 in 2017 and 3,100 in 2018 responses
- 6% increase program quality improvement
- 11% increase in public awareness



2019 Educational Forum and Trade Show

#PROForum19



- By emailing all registrants, advertising the survey via posters, social media and the web and doing pop-up surveys at key locations, we were able to get over 1,300 responses in 2017 and over 3,100 responses in 2018. This data that told us that there was:
- a 6% increase in those who noticed an improvement in 2017 children's recreation program quality compared to 2016; and
- an 11% increase in public awareness of PFR's commitment to quality and High Five.



Policy and Procedure Review and Development



2019 Educational Forum and Trade Show

#PROForum19

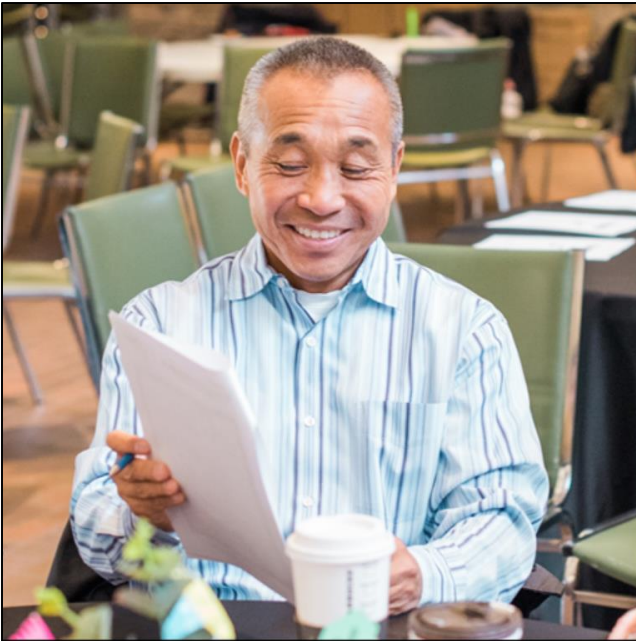


QUEST 1 Framework

- 86 policy/procedure areas
- Informal policy/procedure documents
- Need for broad consultation
- Time constraints
- Council approval

PR 2019 Educational Forum and Trade Show #PROForum19 TORONTO

- High Five's Quest 1 requires that we demonstrate we have specific policies and procedures in 86 different areas. When we first examined High Five's Quest 1 framework, we understood it as opportunity to improve quality, but we knew we had a formidable task before us.
- As we began to review our existing policies and procedures, we realized that we had a range of other documents that contained policy statements and procedures, but were not officially policies or procedures.
- As we continued to dig, we found gaps where nothing existed to meet Quest 1 requirements. We knew that if we were going to create new policies and procedures, we were going to have to consult with a broad range of staff; ensure we weren't replicating existing efforts; and still keep the project on track for completion by the end of 2018. Formal City of Toronto policies also require approval by City Council, which can be a lengthy and complex process.



Making it User Friendly

- User friendly
- Easily communicated
- Biggest impact on quality
- Useful for operations



- And, it's one thing to create a policy or procedure, but quite another to have staff follow them. We had to ensure that we were developing policies and procedures that were user friendly and could be easily communicated to frontline staff involved in program delivery.
- We also wanted to be sure that whatever we decided to focus on would have the biggest impact on quality and prove to be the most useful for the field, making it a value added proposition for staff.

Recreation Worker 2019 Handbook



 **TORONTO**
Parks, Forestry & Recreation

Satisfying QUEST 1 Requirements

- Staff manuals
- New operating standards/guidelines

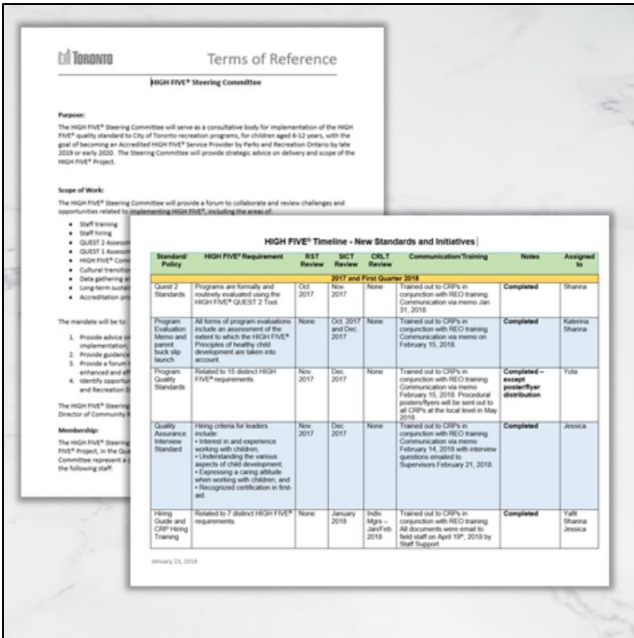


2019 Educational Forum and Trade Show

#PROForum19

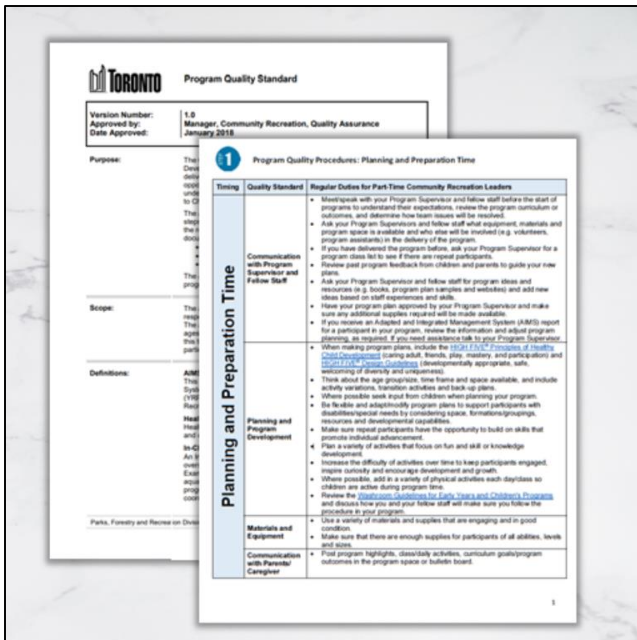


By clarifying with PRO, we understood that we could use many of our policy type documents, including policy or procedural statements in staff manuals, to satisfy Quest 1 requirements. We could also establish new operating standards or guidelines, in place of formal policies.



- ## Working with Staff
- Alignment with existing work
 - Updating staff and stakeholders
 - Comprehensive work plan
 - HIGH FIVE® Steering Committee
 - Extensive consultation

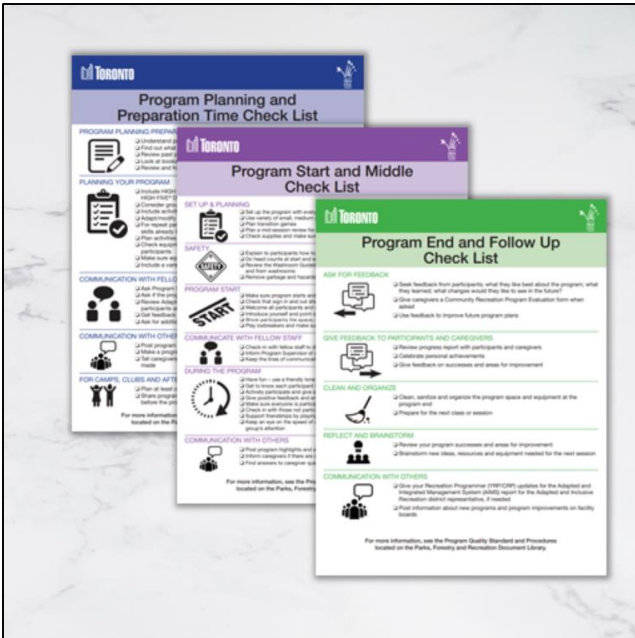
- We met with senior management and our Standards and Innovation Unit to determine what policy and procedure work was already underway and where we could combine efforts. We regularly updated senior management, key stakeholders and staff through presentations and emails; developed a comprehensive work plan; and established a High Five Steering Committee to guide the project, so that everyone knew what we were doing, as well as our timelines on policy work. That helped build management buy-in, clear roadblocks and pave the way for much smoother sailing in developing and launching new standards and contextualizing our work with what was happening elsewhere in the Community Recreation Branch.
- Where we did need to establish new policy documents, we spent months in consultation with internal stakeholders and staff representatives in various program areas. We listened to them, addressed their concerns and integrated their ideas, so that our new standards were reflective and met the needs of our operations.



A New Process

- New streamlined approval process
- Concise documents
- Combined QUEST 1 criteria
- Linked to QUEST 2 and survey results

- Given the sheer number of policy and procedure gaps we had to fill, we established a new and streamlined process for approving standards and guidelines and ensured everything we developed was brief and concise. We also made efforts to combine numerous Quest 1 criteria into one standard where we could.
- One of the best standards we developed this way was the Program Quality Standard and related Procedures. The Standard integrates important Quest 1 criteria related to quality programming. To take it a step further, we also included many Quest 2 quality indicators and addressed quality gaps that parents/caregivers had identified in the Children's Recreation Program Quality Survey.



- ## Addressing Barriers
- Step-by-step guide to quality programming
 - New hiring manual
 - Quality Assurance Interview Standard
 - QUEST 2 Standard
 - Cooking and Food Preparation Standard/Manual/Activity Guide
 - Positive, value added outcomes

- By canvassing the Innovation Fun Team and full-time staff, we also learned where the biggest barriers to quality were and decided to focus our standards development there.
- We heard that frontline staff needed a step by step guide on quality program delivery, so we developed Program Quality Procedures in a checklist poster format for posting in staff offices.

Recreation Worker Hiring Resource - **NEW HIRES**

For Schedulers

Including Community Recreation Programmers (CRP) and
Youth Recreation Programmers (YRP)



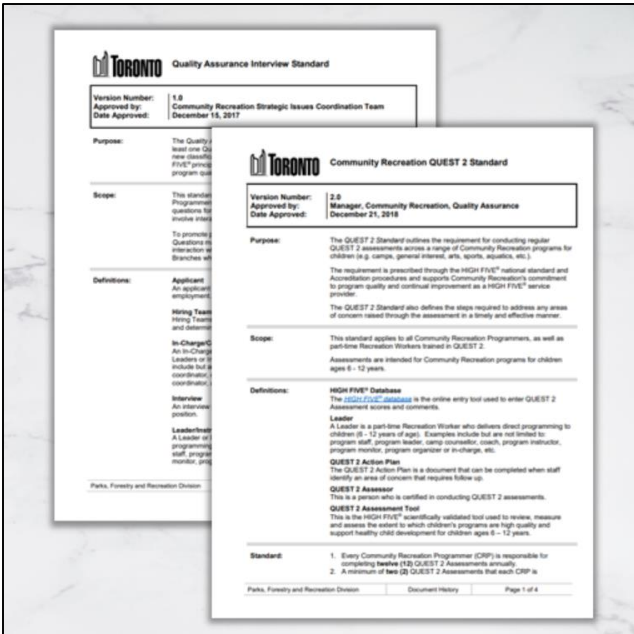
Created By: Recruitment Coordinators,
Strategic Workforce Management Unit,
Parks, Forestry and Recreation Division

Addressing Barriers

- Step-by-step guide to quality programming
- **New hiring manual**
- Quality Assurance Interview Standard
- QUEST 2 Standard
- Cooking and Food Preparation Standard/Manual/Activity Guide
- Positive, value added outcomes



We heard that staff hiring was complex and sometimes confusing for new supervisors, so we worked with our human resources group to update the hiring process and create a new hiring manual.



- ## Addressing Barriers
- Step-by-step guide to quality programming
 - New hiring manual
 - **Quality Assurance Interview Standard**
 - **QUEST 2 Standard**
 - Cooking and Food Preparation Standard/Manual/Activity Guide
 - Positive, value added outcomes

- We also put together a new Quality Assurance Interview Standard with a bank of interview questions to support hiring excellent staff committed to healthy child development.
- We wanted to ensure that everyone took their Quest 2 assessment responsibilities seriously, so we made Quest 2 requirements official in the Community Recreation Quest 2 Standard.

Addressing Barriers

- Step-by-step guide to quality programming
- New hiring manual
- Quality Assurance Interview Standard
- QUEST 2 Standard
- Cooking and Food Preparation Standard/Manual/Activity Guide
- Positive, value added outcomes

With so many Quest 1 requirements related to food and cooking, we worked with staff who were planning to develop cooking guidelines and created a comprehensive Cooking and Food Preparation Standard, Manual and Activity Guide. It not only met our High Five requirements, but also supported staff who had wanted to see this come to fruition and further aligned High Five with positive, value added outcomes.



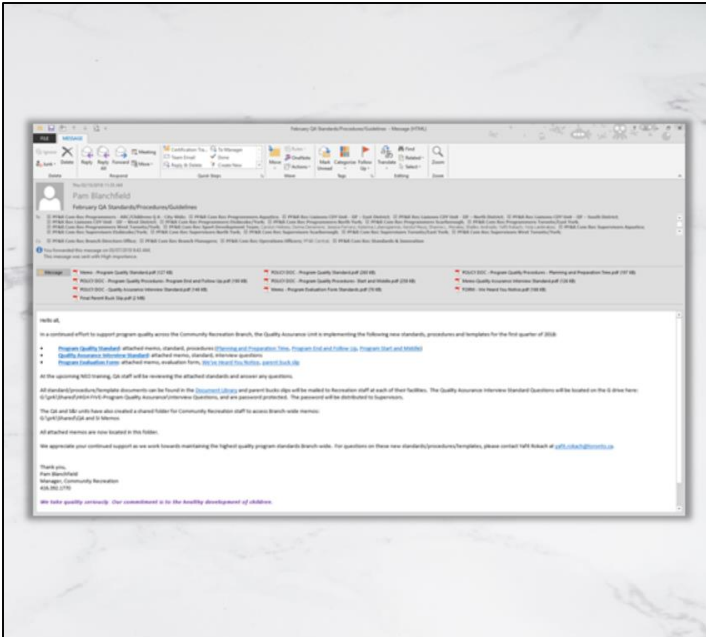


Strategic Approach to Communications

- QUEST 1 internal/external communication requirements
- Formal City protocols
- Regular stream of information



Each area of Quest 1 has communication related requirements, so that both staff and the public are aware of the policies and procedures. Given the City's size and formal protocol around communications, and the constant stream of information coming to staff, we took a strategic approach to communications.



- ## Bundling Information
- Timeline for communications
 - Quarterly emails
 - Reinforcing messages

Instead of sending out many emails on new procedures or standards we were launching, as we did in the early project days, we learned after hearing "it's just too much", that we had to bundle our information. We started to be strategic in how we planned to communicate the launch of our standards and created a timeline for sending them out in quarterly emails. We reinforced this information in the media we were already sending out, like our High Five Friday newsletters.

MANDATORY SELF-HARM WORKSHOP
FEATURING MIKE STROH

Mike is a mental health & well-being advocate, speaker, and educator. He lived with many mental health challenges before entering recovery. Drawing from unique personal and family experiences, he shares a message of courage, hope, resilience, and joy. Mike founded Starts With Me as a platform to share his message. Working with schools, community service providers, hospitals, and businesses, Starts With Me launched the 'State Of Mind' Festival to support gaps in education and services along with empowering families and individuals to increase their capacity for well-being.

Mike will be joining the City of Toronto to provide our full-time recreation staff with the knowledge and insight on self-harm and how to deal with instances within our programs.

TRAINING INFORMATION

EARL BALES COMMUNITY CENTRE 4169 Bathurst St.
9:30am-12:30pm

Please register for one of the following through the CLASS registration system:
October 18, 2018: 3144360
October 24, 2018: 3144361

Toronto

Training Staff

- Training slides
- Training with partners
- Training through Speaker Series

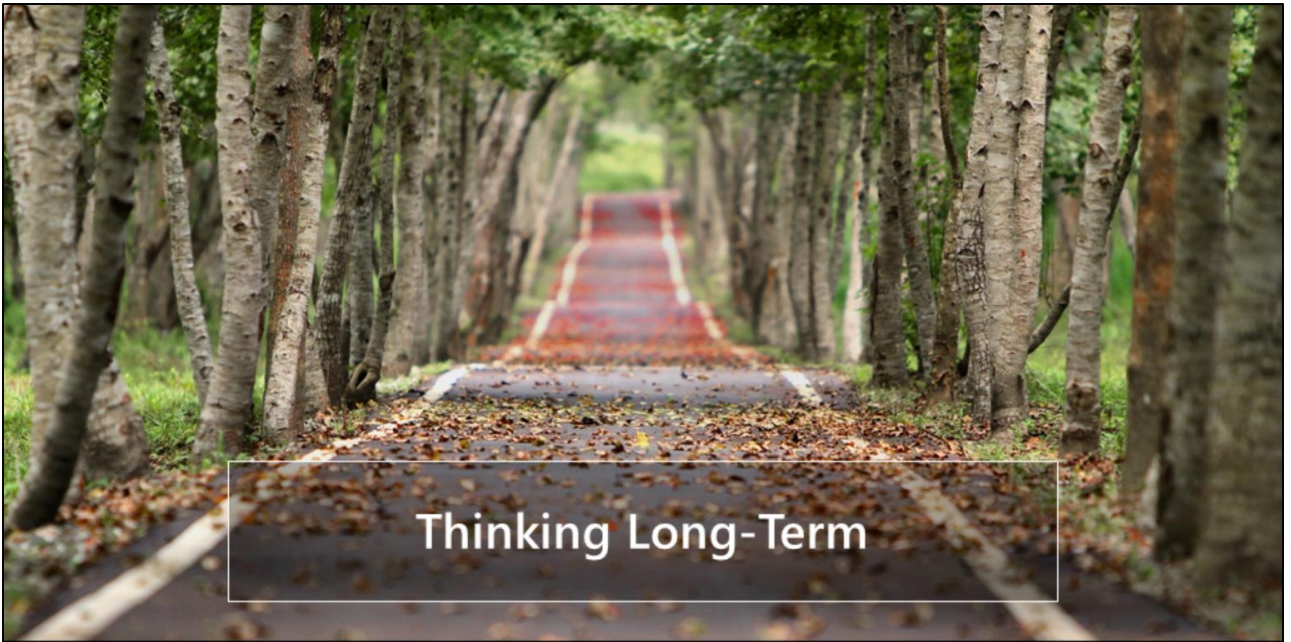


We developed training slides on new standards for full-time staff to share with their part-time staff during seasonal staff training. For more complex topics, we worked with partners and external agencies to deliver longer, more intensive training. Working with our Public Health partners, we established a Healthy Kitchen Workshops, and we teamed up with our human resources group to deliver training to our supervisory team on staff hiring. We also used one of our High Five Speaker Series events to cover training on our new Self-Injury Standard, delivered by experts in the field.

Public Messaging

- Aligning messaging
- Parent/caregiver handbook

- For the public, we aligned our messages, where possible, with existing City communication channels. For example, the City was changing their internal Web protocols and limiting what could be posted, which included omitting the posting of lengthy policies or procedures. However, we were able to come up with a creative, user friendly solution to sharing them with the public.
- We developed a new section called "Commitment to Quality Recreation Programs" on the Recreation landing page of the City's web site, with short summaries of key policies and procedures. We framed it as a parent/caregiver handbook of useful information about our programs.



Thinking Long-Term



2019 Educational Forum and Trade Show

#PROForum19  TORONTO

Completing a project is a huge accomplishment, but thinking long-term is another hurdle in itself.



- When projects are launched, they are often plagued by numerous challenges – lack of resources, lack of support and lack of subject matter expertise. By far and wide, one of the biggest challenges that emerges, if projects finally do reach completion, is that the future state that project staff have worked so hard to establish, is not sustained long-term.
- With such a complex landscape and so many sweeping changes, we understood that we had to think about sustainment of the High Five Project in a serious way.

Quality Assurance Innovation Challenge

Based on the success of last year's QA Innovation Challenge, we are offering it again in 2019! Staff are encouraged to apply for one or both streams below.

STREAM 1: New or Enhanced Innovative Program Pilot
\$500/pilot

Criteria:

- Design and implementation of an innovative program or enhancement
- Promotes program quality and participant health
- Implemented by Fall 2019
- Can be applicable to other program areas or age groups
- Can continue as a long-term program
- Willing to share pilot with other districts (e.g. QA Forum, QA newsletter, etc.)
- Supervisor has approved application

STREAM 2: Quality Initiative
\$100/initiative

Criteria:

- Promotes quality at your facility (e.g. summer camp theme, aquatic theme days, staff recognition initiative, promotional material)
- Implemented by Summer 2019
- Willing to share initiative with other districts (e.g. QA Forum, QA newsletter, etc.)
- Supervisor has approved application

DEADLINE: March 11, 2019
To submit or request an application form, send an email to kevin.ma@toronto.ca

We take quality seriously!

HIGH FIVE

TORONTO

Key to Sustainability

- Long-term Sustainment Plan
- Maintaining Commitment
- Solidifying positive changes
- Innovation Challenge

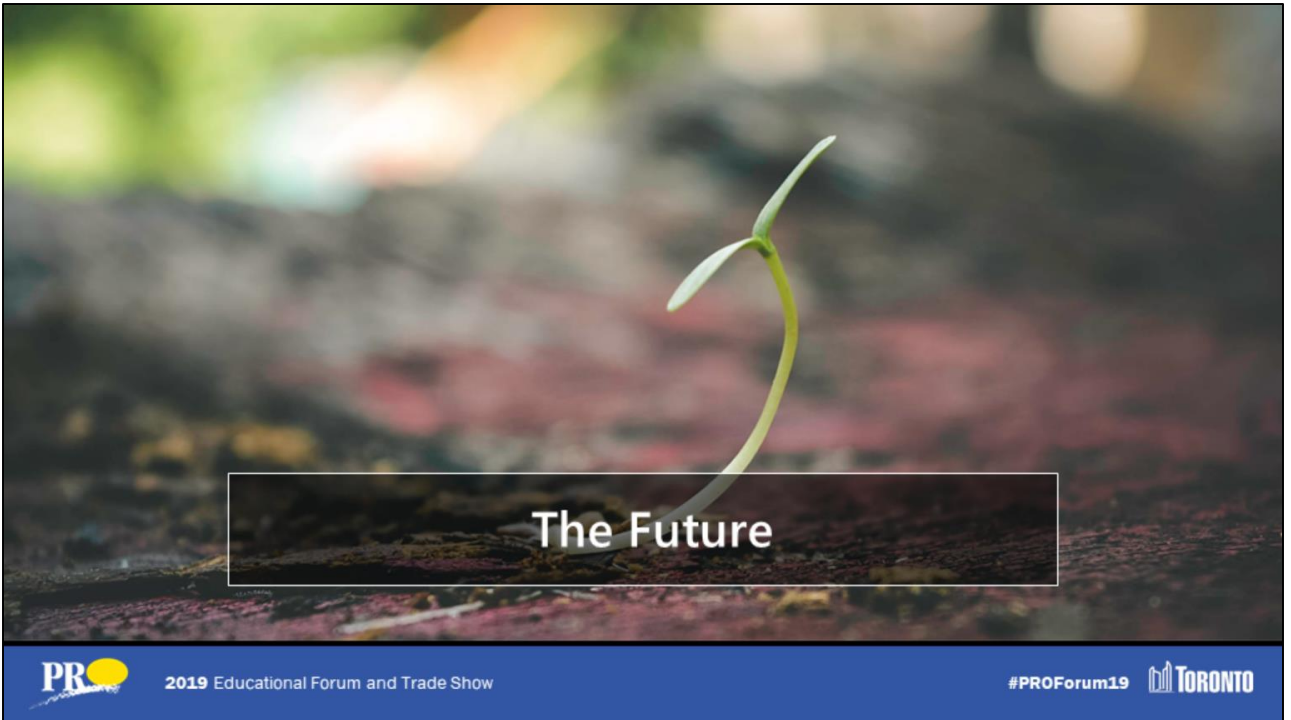


- We began to develop a long-term sustainment plan about 1/3 the way through the project. We identified the key initiatives we needed to maintain and the resources we required to ensure: a) staff stayed committed to quality and the HIGH FIVE Standard and b) the positive changes we had made would stay intact for the long-term.
- One of the initiatives we launched with long-term sustainability in mind was the Innovation Challenge. This allowed staff to apply for funds to implement an innovative quality initiative that could be sustainable and also have the potential for replication in other community centres over time.

QA 2018 Training Survey Results			
Policies and Procedures			
<ul style="list-style-type: none"> Managing policy and procedures at the part-time level PRG policy reviews - the why and how. What issues/problems/complaints were they to eliminate Resources - how to share within our branch 			
Behaviour			
<ul style="list-style-type: none"> Bullying How to deal with bullying/intimidation Behaviour management De-escalation techniques 			
Managing Reservations			
<ul style="list-style-type: none"> How to handle/invoice difficult staff How to manage staff Health on tools for troubleshooting and working with children to get them motivated or buy in to a program Parent/ caregiver issues 			
Health (mental/physical)			
<ul style="list-style-type: none"> Mental health in youth and issue of stigma with mental health in Black Community Current information on mental health issues Working with children who have ODD, ADD, ADHD, Autism 			
Suggested training topics			
Substance Abuse			
<ul style="list-style-type: none"> Substance abuse and work life Marijuana updates 			
Finance			
<ul style="list-style-type: none"> Budget ERP 			
Cross Divisional			
<ul style="list-style-type: none"> Partnerships What can the partnership office assist with in the community Permits and rules regarding insurance Health and safety Legal - why documentation is important 			
Other			
<ul style="list-style-type: none"> Managing Time Project Management What does the future look like - what's changing within recreation (working with other agencies, multi-agency building, trends) 			
Usefulness of resources on the internet	Yes - 54% have used the website.	No - 43% have not used the website.	Not Applicable - 4%
Use of QUEST 2 assessments to address issues	Yes - 73% use QUEST 2 assessments to address issues.	No - 18% do not use QUEST 2 assessments to address issues.	Not Applicable - 7%
Value of the staff spotlight	Yes - 79% agree staff spotlight is valuable.	No - 23% do not agree that staff spotlight is valuable.	Not Applicable - 0%

Making Adjustments and Gathering Feedback

We adjusted that sustainment plan over time to take into consideration the things we were learning and the feedback we received from staff. As we wrapped up the project, we consulted with staff to find out what elements of the project were most important to them.



The Future



2019 Educational Forum and Trade Show

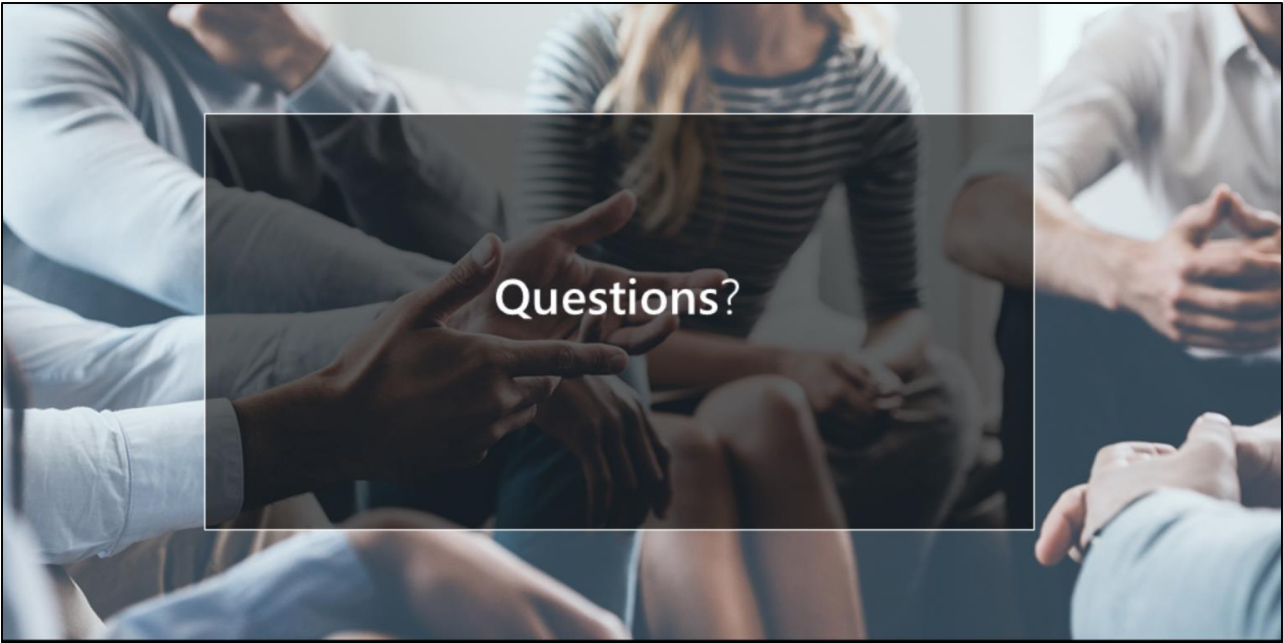
#PROForum19  TORONTO

In nature, evolution is a slow process. We are looking at the change we created in the same way. There are some big things we can celebrate, like our 6% quality improvement survey results. But we know that what we have ultimately done is lay the groundwork and plant the seeds for a long, continual process of program quality improvement. The foundation is there through the training, assessments, communication and new standards. We hope to continue supporting that change in the years to come, as the fruits of these efforts ripen.



Accreditation Toolkit

We hope our Accreditation Toolkit is useful for others, demonstrates the value of High Five Accreditation and illustrates possible avenues for meeting the challenges of organizational change.



2019 Educational Forum and Trade Show

#PROForum19  TORONTO