

Child Development Centre Ltd.

# PARENT HANDBOOK 2020 – 2021

# **CHAPARRAL**

24 Chapalina Close SE Calgary, AB, T2X 3S2

(403) 256 – 7734 <a href="mailto:chaparral@juvenescence.ca">chaparral@juvenescence.ca</a>

**Evacuation Location: Save on Foods** 

#### **MONSIGNOR JS SMITH**

2919 Douglasdale Blvd SE Calgary, AB, T2Z 2H9

(587) 432 - 7734

jssmith@juvenescence.ca

**Evacuation Location: Swifty's** 

#### **STAY INFORMED**

FACEBOOK: JCDCcalgary

INSTAGRAM: icdccalgary

**TEACHING MADE EASY:** 

Monthly emailed child feedback

To Leave a Review:

**Click Here** 

#### **CRANSTON**

205 Cranston Drive SE Calgary, AB, T3M 1E8

(403) 408 - 7734

<u>cranston@juvenescence.ca</u>

**Evacuation Location: Sobeys** 

# **OUR LADY OF THE ROSARY**

41 Cranston Gate SE

Calgary, AB, T3M 0W7

(587) 438 - 7734

olr@juvenescence.ca

**Evacuation Location: Sobeys** 

# AFTER HOURS EMERGENCY CONTACTS

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# info@juvenescence.ca

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Dear Families,

Welcome to Juvenescence!

I am honoured that you are considering entrusting the care of your child to the Early Childhood Educators at Juvenescence Child Development Centre Ltd. As a parent myself, I understand how important and difficult your decisions about childcare can be.

When I founded Juvenescence in 2010, it was based on the belief that families, just like yours, want a warm, welcoming, secure environment in which children's unique interests and abilities will be nurtured and developed.

It is my hope that you will find peace of mind in knowing Juvenescence is committed to providing the very best care for your child.

Sincerely,

Jennifer Bulmer

Owner/Founder

Juvenescence Child Development Centre

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# **OUR STAFF**

We pride ourselves in having a committed team of Early Childhood Educators (ECE's) who create a stable, nurturing environment for the children in our care. Our staff come from a variety of ECE and related backgrounds and share a common passion for caring for children. All ECE's are active in professional development and in pursuing personal growth through continued workshops and courses year-round. You will have an opportunity to meet our staff on your tour. Our Founder, Jennifer Bulmer, holds a diploma in Recreation Therapy, a certification as a Child Development Supervisor and has over 25 years professional childcare experience. She is enthusiastic in creating the highest quality childcare programs in Calgary and supporting other professionals in the School Age Care community.

# MISSION, VISION, CORE VALUES & PHILOSOPHY

#### **MISSION**

To build each child's sense of belonging and self through play-based leadership initiatives, character development and choice in activities planned to each child's skills and interests to become confident and successful youth.

#### **VISION**

To be a model of quality for the childcare industry with highly trained staff and values-based programming making a difference in the lives of families and children.

#### **CORE VALUES**

With our staff, children and parents at our core, we live these values:

- Creating a culture of WARMTH & BELONGING where everyone is welcome
- Acting with CURIOUSITY about the way things are and could be, and the COURAGE to be decisive, to make things happen and effect positive change
- Being present, CONNECTING WITH INTEGRITY and RESPECT
- Delivering our very best in all we do, holding ourselves ACCOUNTABLE to be a program
  of excellence

#### **PHILOSOPHY**

Juvenescence believes every child deserves a safe, warm and caring environment in which to grow and develop to their maximum potential. We are committed to fostering each child's self – esteem and feeling of self – worth and value through positive care giving, and stimulating activities that will promote physical, social and intellectual growth and development. Every child is entitled to the opportunity to develop personal responsibility and social skills, to learn to problem solve and to learn about other races and cultures. Each child is recognized as a

unique individual who brings his or her own gifts to the program and deserves to be given the encouragement and space to try new things, explore new ideas and develop their own unique creativity.

Juvenescence is committed to families having the support of available, safe, reliable, high quality childcare for their children that allows them the peace of mind they require to go to work and be worry-free during their workday. Parents are entitled to be treated with respect and be given the opportunity for feedback and involvement.

#### PHILOSOPHICAL DIFFERENCES

Occasionally, the needs of a family do not fit with the principles, policies and procedures of Juvenescence. The Director will try to promote discussion to come to agreeable terms. If this is not possible, it is in the best interest of the family to enroll the child in a program that is more in line with their needs or beliefs. Juvenescence reserves the right to ask the family to find a more suitable childcare arrangement.

#### ABOUT OUR PROGRAMS

Our goal as Early Childhood Educators is to provide a learn through play environment where your child:

- ✓ Makes friends and learns to be a friend
- ✓ Uses Kelso's Choices to solve small problems and to learn when to ask an adult for help
- ✓ Develops values of respect, responsibility, caring, honesty and fairness
- ✓ Practices leadership and develops confidence and personal pride
- ✓ Builds a foundation for making good decisions that will give them confidence in their teens
- ✓ HAVE FUN!!

Every day a variety of self – directed and leader – guided activities are planned for children to choose from. Activities include creative process art, Kelso's Choice, games and puzzles, reading, floor toys, computer, outside and park play, and JCDC Kids Clubs (photography, carpentry, sewing, take-apart, investigation, music, science and nature, sculpting etc. – whatever the kids can imagine).

Juvenescence offers a variety of programs to fit the needs of working parents:

- ➤ KINDI CARE offering full day kindergarten programs at all locations. Our Kind curriculum support classroom learning by practicing fundamental skills through play problem solving, school readiness skills (lining up, taking turns, listening to and following instructions) all while engaging in a balance of child initiated and leader led activities.
- ➤ SCHOOL AGE CARE Juvenescence is a fully accredited Before & After School Care program for children Kindergarten Grade 6. Programs are conveniently run on-site at your community school. We believe it is important to engage in activities of their

- choosing and based on their interests. A variety of child initiated, and leader led activities are planned each day.
- ➤ CAMP CARE Winter and Spring Break, is open to the public and includes a variety of field trips, guest presenters, special theme days, and outdoor play. All Camps will be held at our Chaparral and/or Community Camp location.
- > SUMMER CAMP PROGRAM is offered July and August. Day camps include field trips, outdoor play, specialty themes, water activities and crafts and are held at our Chaparral and Community Camp locations.

#### YOUR CHILD'S GROWTH & DEVELOPMENT

We provide a physically and emotionally safe place for children to be cared for outside of school hours, creating an atmosphere of respect and acceptance, so that all children feel welcome and appreciated, implementing programs to meet all areas of each child's development.

We endeavour to support each child's growth and development in the following ways:

- Providing opportunities to participate in individual, small group, large group and leadership activities. Group activities encourage a child's social development and ability to cooperate, compromise, and resolve conflict with various groups of peers.
- > Supporting and encouraging each child's emotional growth and development.
- Supporting a healthy, active lifestyle and physical growth and development by providing a variety of activities including group games, park and outdoor play.
- > Engaging children in planning activities for a sense of program ownership
- Engaging children in critical thinking and problem solving
- > Incorporating activities such as dramatic play, photography, cooking, arts and crafts, themes and free play such as house, building toys, doll house etc. to support creativity
- A voluntary homework club is available to children needing general guidance with school assignments.
- > By providing adequate supervision to ensure the physical safety of all children.

#### CHILD LEADERSHIP PROGRAM

We believe it is our job, as role models and childcare professionals, to help in the development of leadership attributes, qualities and skills in children at an early age. We believe leadership in children can be nurtured and grown and, in turn, build great amounts of self-respect and worth. Taking the initiative, making suggestions, providing direction, being sympathetic to the problems of others are all characteristics that can make great leaders. Fortunately, they are also behaviours that can be encouraged in our children.

# **Teaching Leadership Qualities to Children**

We want to help your child to be a leader, but what are the qualities of a leader? Here are

some of the qualities required and how we can encourage the development of these qualities.

- **Integrity**: Staff always remember to be a good example, a role model for your child. We teach by example, and integrity is a quality kids learn from their care takers and parents.
- **Courage**: When your child shows courage, we notice it and praise it. It takes courage to tell our staff about problems or bullying and we encourage kids to share with us.
- **Creative, independent thinking:** When we talk with your child about any subject at all, we always try to ask open questions that encourage creative thinking. After we have received all the obvious answers, we ask one more question, to come up with a deeper, more creative idea.
- **Self-belief**: One of the most important things we can help teach your child is to believe in themselves and in their ideas, visions and abilities. We want children to know that nothing is beyond their capabilities. Having goals is the first step towards leadership the second step is knowing how you are going to achieve these goals, and if they are feasible at all
- **Confidence**: To develop confidence in your child, we praise your child sincerely and often, and develop a habit to talk about your child's strengths and achievements with him every day.
- Responsibility: Good leadership is knowing when you made a mistake and having the ability to admit your mistakes and apologize. When your children blame someone or something else for a mishap, or comes up with excuses, we see this as our opportunity to encourage your child to assume responsibility and we make sure that your child knows that it is Ok to make mistakes. Mistakes are an opportunity to learn. We help your child draw conclusions, without 'making them wrong,' by asking: "What did you learn from this?", "What do you think went wrong?", "Why do you think this happened?", "How could you avoid this?" and again, "What do you think would happen if...?"
- **Planning**: When children are chosen as leaders, they are asked to come up with a plan for the day and stick to it. They help plan the group games we play to the crafts we make. The best leaders are those that chart a course of action in advance and stick to it.

# **DISTAL SUPERVISION**

Distal supervision is defined as intermittent direct supervision by a staff where there is a planned, location specific, time limited program activity. The goal of distal supervision is to enhance a child's ability to function responsibly and independently of direct adult supervision in accordance with their developmental needs. Distal supervision is primarily intended for children 9-12 years of age.

It will be a joint decision of staff and parents to offer this option to the child. Parents are required to sign a permission form and the child must sign a distal supervision agreement form. No child will be allowed on distal supervision without these forms on file. This is a privilege given by the Director to children who exhibit responsibility and maturity daily.

Children may only go to a designated area after asking the staff for permission and explaining what activity they will be doing. Our child to staff ratio remains 1:15. Children must go in a minimum group of 4 and they will not be allowed anywhere by themselves.

The staff decide whether to allow distal supervision at any given time. Distal supervision activities will not exceed 45 minutes in duration and children are responsible for checking in every 15 minutes. The staff will make random checks to ensure the children are safe, are being responsible and are maintaining a safe play environment.

This privilege will be revoked if the child exhibits inappropriate behaviour or takes advantage of the agreement. Examples of reasons it may be revoked are failure to check in with a staff at the designated time, not asking permission to leave on distal or not following specified program rules.

# **OPERATING INFORMATION**

#### HOURS OF OPERATION

Chaparral 6:45am – 6:00pm

Cranston & Monsignor JS Smith 7:00am – 6:00pm

Our Lady of the Rosary 7:00am – 5:30pm

Spring, Summer and Winter Camps 7:00am – 6:00pm

(Children from Cranston, Monsignor Smith and Our Lady of the Rosary may attend our Chaparral or our Douglas Glen Camp during school vacations.)

Juvenescence is closed for all Statutory Holidays.

#### CLOSURE DATES:

Labour Day	September 7, 2020	New Year's Day	January 1, 2021
Thanksgiving	October 12, 2020	Teacher's Convention	February 13 & 14, 2021
Remembrance Day	November 11, 2020	Family Day	February 17, 2021
Christmas Eve	Closed Early @ 1:00pm	Good Friday	April 2, 2021
Christmas Day	December 25, 2020	Victoria Day	May 18, 2021
Boxing Day	December 26, 2020*	Canada Day	July 1, 2021
New Year's Eve	Closed Early @ 1:00pm	Heritage Day	August 2, 2021

<sup>\*</sup> Closed the Monday following the holiday

ADDITIONALLY: Monsignor Smith and Our Lady of the Rosary are closed:

Winter Break*	Spring Break*	Summer Break*	
ADDITIONALLY: Cranston			
Winter Break*	Spring Break*	Summer Break*	

<sup>\*</sup> Registration open at Chaparral & our Community Camp location.

Juvenescence programs are on annual contracts with the school board and occasionally there may be additional closure dates due to school access. Dates will be communicated each year when school calendars are confirmed and released.

# **ENROLLMENT & WAITLIST POLICIES**

#### INITIAL ENROLLMENT

Once a space has been offered, confirm your space by:

- Paying \$100.00 non refundable registration fee/family
- Paying a deposit of 1 months' fee which is applied to the first month of care and is fully refundable prior to the start of care if 1 full calendar months' notice is provided.
- Providing Pre-Authorized Debit or Post-Dated Cheques for the entire school year.
- Completing online registration at www.juvenescence.ca
- Meeting with the Director to complete enrollment paperwork.

#### ANNUAL REFNROLLMENT

Each program operates with 2 separate and distinct programs. Kindi Care with 10-15 spaces/program and School Age Care for children Grade 1-6 filling the remainder of the spaces. Families will be required to reenroll each year and space is not guaranteed.

Reenrollment packages will be sent home by March 15th, or the next business day, and registration will be open the first 3 business days of April.

There is an annual enrollment fee of \$50.00.

Annual enrollment is a 3-day process at the beginning of April where the Grade 1-6 spaces will be filled with the following criteria:

- Day 1 Existing families that attended 4 or more weeks of summer camp the previous year
- Day 2 All remaining existing families and waitlisted children who have siblings in the program.
- Day 3 Waitlist spaces offered based on date waitlisted.

# WAITLIST PRIORITIES

Our waitlist is not first come first serve and has a variety of criteria. Spaces are filled by these priorities:

- Kindergarten children (as a separate program)
- Currently enrolled children who did not receive a space on Day 2 registration

- Children with siblings in the program and children of teachers/program staff by date waitlisted
- New families by waitlisted date

#### **CAMP REGISTRATION**

Juvenescence Camps operate at our Chaparral location and Little Learners Preschool in Douglas Glen. Occasionally camps may also operate at Cranston School, access permitted.

Camp registration provides priority registration for existing families and early bird discounts for early registration.

Watch for camp packages to be sent home the following dates (or the following business day if dates land on the weekend):

Winter Camp October 12

Spring Camp February 24

Summer Camp February 1

Camp packages will include camp policies for registration, cancellation/changes.

To preview our previous camps, check out our website.

# THE JUVENESCENCE CAMP DIFFERENCE

- Multiple field trips each week allow children to explore nature, swim with friends, and visit all the attractions Calgary offers
- Staff are over 18 years of age, are certified ECE's with Security Clearances and First Aid/CPR
- We are licensed
- Subsidy is available
- Our hours are 7:00 am 6:00 pm to support working families

# SIGN IN/PICK UP & ATTENDANCE POLICIES

#### SIGN IN & OUT

When arriving at the program for drop off or pick up, ring the doorbell and a staff will provide access to the centre and will sign your child in/out.

Please do not allow others access to the centre, it may feel rude, but it is all about ensuring a safe environment for children and staff. Please do not attempt to "piggyback" access by following another parent into the building or catching the door as someone leaves. Ring the doorbell and a staff will let you in.

Having accurate attendance is essential to ensuring proper supervision and safety of the children. Let one of our ECE's know every time your child is being dropped off or picked up.

#### **ABSENCES**

If your child will be absent for any portion of the day, please call the centre to let them know. After school we sign in all the children and account for all children. When your child doesn't arrive, we worry about them and initiate lost child procedures. It may delay us looking for a child that is truly lost if you have your child and forgot to notify us.

If we cannot reach you to confirm the whereabouts of your child, the police will be called to help locate the child. If the child is not lost, but with the parent and police are called, a \$75.00 charge will be applied.

#### ALTERNATE PICK – UP PERSON

When someone other than the parent is picking up – parents must communicate in writing the legal name and date they will be picking up your child. Prior to releasing a child from the program, any person unknown to staff will be required to show ID.

Authorization for multiple pickups by a non-custodial parent can be sent via email for a maximum of a 1-month period – make sure to include their legal name and dates they will pick up your child.

#### **SUBSIDY**

Any family receiving subsidized childcare should be mindful of meeting the minimum hours required to obtain their subsidy funding. If hours are not met, Subsidy may prorate funding. Any fees not covered by subsidy become the responsibility of the parent. Additionally, if your child attends more than one Juvenescence location (Kindergartens or for camp), subsidy will need to be notified and the joint hours will count towards funding.

# FIELD TRIP PERMISSIONS & ATTENDANCE

Alberta Licensing Regulation States:

A license holder may take a child to an activity off the program premises only where:

- a. A child's parent has been advised of the activity, including the transportation and supervision arrangements with respect to the activity, and
- b. The child's parent has consented in writing to the child's participation in the activity

Field trips are frequently planned on non – school days and during Camps. Plan to arrive 15 minutes prior to the departure times to make sure your child is signed in and has been present for any safety instructions. If your child will not attend, please let a staff know as soon as possible so that we can make any adjustments to staff schedules, bussing and admissions with the field trip venue.

# **DAILY SCHEDULES & ROUTINES**

#### At Juvenescence we:

- Provide a flexible, guiding framework for children to explore
- Provide a balance of planned activities and time for children to engage in play of their choosing
- Involve children in planning activities that are responsive to their interests, backgrounds, preference, needs and abilities
- Support for each child's character and social skill development
- Provide a variety of materials to meet each child's interests that promote discovery, creativity, and fun
- Plan off site excursions and specialty activities with input from the children on non – school days
- Include children in discussions to ensure toys and equipment reflect the ages, interests and abilities.
- Engage children in the development of program planning, routines and rules that are values based
- Include community and global issues in programming
- Provide leadership and skill development opportunities
- Celebrate each child's unique personality, interests and talents

#### **OFFSITE EXCURSIONS**

- Parents will be advised of off site activities through the Monday Memo and Program Newsletter
- Parents are invited to participate in off site excursions with their children
- Parents must consent in writing for child to attend scheduled activity make sure you sign before the deadline!



- ➤ If you do not wish your child to participate in the planned activity, alternate care will be required for the day and is the responsibility of the parent
- Children will require a lunch with plenty of snacks. Microwaves are not available.
- Children demonstrating unsafe or unacceptable behaviour will not be allowed on future field trips
- Transportation is provided by centre vehicle, charter bus, city transit or walking. Children who do not adhere to bus safety rules will be given a written warning and parents will be notified. Child transportation privileges may be suspended if inappropriate behaviour continues.

# SCHOOL AGE ENVIRONMENT POLICY

# Alberta Licensing Regulation states:

# **CHILD CARE RATIOS & STAFFING**

At all times, the following requirements are met with respect to the minimum primary staff to children ratio, and the maximum number of children who may be included in a group

Kindergarten ratio	1:10	Maximum Group Size	20
Grade 1 – 6 ratio	1:15	Maximum Group Size	30

#### INDOOR & OUTDOOR ENVIRONMENT

Indoor and outdoor spaces provide opportunities for children to creatively explore their individual interests and have a change of pace from the school day.

#### Indoor

- Provides opportunity for children to creatively explore their interests.
- A quiet area is available for children to read or complete their homework in addition to areas that allow for messy or noisy activity.
- The indoor space is arranged so that a variety of activities can occur simultaneously.
- Provide materials and opportunities for children to work independently, in small or in large groups.

# Outdoor

- Daily opportunity for a range of daily indoor/outdoor physical activities.
- The program provides a variety of recreation equipment to support physical activities appropriate to the season.
- Activities take place during all seasons with appropriate planning for the weather

conditions.

# **INCLEMENT WEATHER**

Be prepared to go outside every day by dressing for the weather. There will be times, however; when the weather does not allow us to take the children outside safely. Under no circumstances will children be taken outside in the following conditions.

- Heavy Rain or Hailstorm
- Thunder and lightning in area
- 15 degrees or colder with the wind chill
- Winds greater than 40 km/hr.

SUMMER: Shoes for running, jumping, playing and climbing. No FLIP FLOPS or CROCS please. A hat, water bottle and sunscreen will ensure fun is had by all.

WINTER: Winter boots, mittens, toques, winter jacket and snow pants. Snow pants keep us warm and dry so bring them even on warm days when there is snow on the ground.

# **INCLUSION & DIVERSITY**

At the end of the school day, children need an opportunity to choose from a variety of activities that provide reprieve, rejuvenation and refreshment according to their individual interests.

- Leaders invite children to become involved with new activities.
- Leaders offer recreation activities promoting physical health and well being of the child.
- A variety of cultural and inclusive childcare materials and literature are available to the children.
- Program activities are modified to accommodate different abilities
- ➤ Leaders plan for opportunities to incorporate and celebrate the cultural heritage of the community of families they serve.
- ➤ Leaders provide the children with opportunities to be sensitive to and celebrate individual differences and unique qualities.
- Opportunities are provided that allow children to use their own abilities, skills and talents
- Leaders encourage children to try new things on their own.
- Leaders recognize children who show compassion, include others, and are good citizens

#### We aim to:

Provide a secure environment in which children can flourish and in which all contributions are valued

- Include and value the contributions of all families to our understanding of equality and diversity.
- Provide positive non-stereotyping information about gender roles, diverse ethnic and cultural groups and people with disabilities
- Improve our knowledge and understanding of issues of anti-discriminatory practice, promoting equality and valuing diversity
- Make inclusion a thread that runs through all the activities of the program

#### **TECHNOLOGY**

Juvenescence recognizes the benefits of technology that can enhance the development of daily living and skills. The use of computer, TV, video and gaming is limited, thoughtful and focused on intended program outcomes. Students may access technology such as music, movies, gaming systems, computers and personal gaming systems. While using technology at Juvenescence students must use good judgment at all times. Violation may result in access privileges being revoked.

#### TRANSPORTATION

- Children in Grade 1 6:
  - Play outside under school supervision for 10 15 minutes before school
  - o Walk independently from the school to the program after school
- Kindergarten children are walked to and from their Kindergarten classroom
- Kindergarten children who attend an off-site location will be transported by centre van from their centre to our Chaparral location for Kindi Care and will be taken back after lunch and in time for school

Please communicate to your child that afterschool they are required to come directly to Juvenescence; if their teacher requires them to stay afterschool for any reason, please have them call the centre so we know when to expect children to arrive at the program. At the end of the school day, if the child doesn't arrive to the centre in a reasonable time (10 minutes), the staff are not responsible and Lost Child Procedures will be initiated.

# **HEALTH & NUTRITION POLICY**

#### **NUTRITION**

# Alberta Licensing Regulation states:

# A license holder must

- a. Provide or require parents to provide snacks for children in the program, and
- b. Ensure that the snacks are provided to children in sufficient quantities and in accordance with a food guide recognized be Health Canada
  - > Juvenescence is a nut free environment.
  - > Children are encouraged to bring a morning and afternoon snack from home that are in accordance with the Canada Food Guide.
  - Kindergarten children eat lunches packed from home before going to school. Microwaves are available for heating lunches.
  - ➤ Microwaves are not available during camps or on non school days as we are frequently out of the building on field trips.
  - > We help children develop healthy lifestyles by encouraging healthy eating.
  - ➤ If a child comes to the program without adequate lunch, extra lunch items are available at the centre. Any lunch items supplied by the Centre will need to be replaced by parents.
  - > All children will be guided to follow proper hygiene practices before and after eating.
  - > Candy, gum and pop are discouraged.
  - > On special occasions such as birthday, we invite parents, if they wish, to bring in a special "treat". Ask a staff about allergies before bringing treats so all children can participate in the celebration.

#### POTENTIAL HEALTH RISK

# Alberta Licensing Regulation states:

Where a staff member knows or has reason to believe a child is exhibiting signs or symptoms of illness, as listed below, the staff must ensure:

- The child's parent arranges for the immediate removal of the child from the program premises,
- That the child does not return to the program premises until the license holder is satisfied that the child no longer poses a health risk to persons on the program premises, or
- The child's parent provides written notice from a physician indicating the child does not pose a health risk to persons on the program premises.
- > Signage to be posted informing parents any time their child may have come in contact with a communicable disease while in the care of Juvenescence.

Signs or symptoms of illness exhibited by a child include the child:

- Vomiting, having a fever, diarrhea or a new or unexplained rash or cough.
- Requiring greater care and attention than can be provided without compromising the care of the other children in the program, or
- ➤ Having or displaying any other illness or symptom the staff member knows or believes may indicate that the child poses a health risk to persons on the program premises.

# **HEALTH CARE**

Alberta Licensing Regulation stats:

In case of an accident or serious illness involving a child, the license holder must forthwith ensure that

- a. The child's parent is notified, and
- b. The child receives medical attention if necessary.

The provision of health care to a child is permitted only when the child's parent has consented in writing or the health care provided is in the nature of first aid. Consent for childcare includes circumstances when ECE's feel that a child may require emergency medical attention, in which case 9-1-1 will be called and child transported to the nearest hospital. Parents will be responsible for any fees incurred in emergency situations.

#### **ACCIDENT OR ILLNESS**

- In the case of an accident or serious illness involving a child, the Director will notify parents by phone and ensure the child receives medical attention if necessary.
- In a medical emergency, an ambulance will be called to transport child to the nearest clinic or hospital. A Leader will accompany the child and wait with them until the parent arrives. Parents will be contacted immediately.
- In all cases where an accident occurs at the program, which does not require emergency aid as above, parents will be notified on their arrival at the program and asked to sign a F.I.T report form to confirm their awareness of the incident.

#### MEDICATION ADMINISTRATION

Alberta Licensing Regulation states:

A license holder may administer or allow the administration of medication to a child only where:

- The written consent of the child's parent has been obtained,
- > The medication is in the original labelled container, and
- The medication is administered according to the labelled directions.

Where medication is administered to a child, the license holder must ensure that the following information is recorded:

- > The name of the medication
- > The time of administration
- The amount administered
- > The initials of the person who administered the medication.

A license holder must ensure that all medication, except medication that may be needed in an emergency, is stored in a locked container that is inaccessible to children.

If your child will need medication administered, please see a staff to complete the medication administration forms. No medication can be administered that does not meet the guidelines as required by licensing.

If your child requires emergency medications, such as Epi-pens or Inhalers, please discuss with a Juvenescence staff.

# **Emergency Medication must:**

- > Be kept out of reach of all children and may not be stored in children's back packs
- Have a completed Medication Administration Form

# CHILD GUIDANCE

# Alberta Licensing Regulation states:

- Any child disciplinary action taken is reasonable in the circumstances
- A license holder must not, with respect to a child in the program,
  - Inflict or cause to be inflicted any form of physical punishment, verbal or physical degradation or emotional deprivation,
  - Deny or threaten to deny any basic necessity, or
  - Use or permit the use of any form of physical restraint, confinement or isolation

# Our ECE's:

- Model appropriate behaviour and problem-solving techniques
- Model respectful interactions with adults and children
- Guide children in a positive and constructive way
- Provide encouragement children need to develop self-control
- Approach children at eye level when speaking to them
- Acknowledge children, respond attentively and show interest when children communicate with them
- Facilitate a safe environment for children to express their feelings
- Seek out meaningful interactions with each child encouraging expression of their needs and desires
- Encourage children to interact positively and respectfully with each other
- Guide children to respect the rights of others
- Encourage children to work out problems with their playmates verbally before intervening
- > Develop group rules and expectations that are age and ability appropriate
- Use guidance techniques that are consistent
- Communicate with parents on their child's day and behaviour
- Encourage parents to give feedback on guidance techniques to maintain consistency between the centre and the home environment
- > Try to calm and redirect a child who is having trouble maintaining control.
- Engage in active conversations with children and allow children to finish speaking without interrupting.

# MANAGING MISBEHAVIOUR

We strive to prevent difficult discipline situations from arising by providing an environment that is comfortable for children in a group and provide activities that allow for freedom of choice. We believe it is essential for children to behave with respect for themselves, other children, adults and the equipment at Juvenescence. We emphasize role modelling though our Leaders, redirection and reinforcement through praise and encouragement. When a child's behaviour becomes unacceptable and or unsafe for himself or others, discipline is a necessary part of

guidance. We strive to provide an environment that minimizes conflicts between children by providing many different play centres and activities that keep the children busy and happy and allows them to interact in a constructive and stress-free manner. By providing age — appropriate equipment and varying activities we hope to minimize the need for discipline.

On occasion, children may become frustrated and act in an unacceptable manner towards other children or adults. In these situations, we apply the following procedures to assist the child in regaining their self – control"

#### 1. Redirection

When a child is experiencing frustration in a situation, we will direct that child towards another activity in which they are able to experience more success. NEVER is a child's self-esteem allowed to suffer by being labelled 'bad', 'naughty' or 'not nice'.

#### 2. Limits

Explaining and defining limits is done in a classroom situation, and children are made aware of the behaviour expected within the classroom and towards others. Children will be reminded on an individual basis when a situation warrants.

# 3. Modeling Behaviour

Adults in the classroom will always model acceptable behaviour to children. This is a basic way in which children learn, and as adults we will never display behaviour that we would find unacceptable for a child.

#### 4. Reinforcement

Through praise and encouragement, children will learn that acceptable behaviour is far more rewarding. Young children learn quickly that positive attention is far more fulfilling than negative attention. In a classroom setting, the praise of the Leaders and approval of their peers is often the only reinforcement necessary to maintain a high level of self-esteem. We will strive to encourage acceptable behaviour at all times and reward that behaviour with praise.

# 5. Time Away/Extended Leave

We may choose to remove a child from a play situation or equipment if the child is having difficulty resolving a conflict within the situation or with another child. This will occur if redirecting the child was unsuccessful. The child will be moved away from the area and remain in the care of a staff member to discuss the problem and allow the child to regain their composure. Once the child and the staff have resolved the situation, an attempt to incorporate that child back into the play situation may be made. Alternatively, the staff member will introduce the child to a new activity, and the staff will remain with the child until the child is

playing comfortably. This time away is viewed as an opportunity to regain composure, not as a punishment. The child is given sufficient time to amend his behaviour to within acceptable limits, and no time period is allocated to this. AT NO TIME will we act aggressively towards the child. The child will be spoken to in a calming manner until he or she is reassured. When the child is calmed, any of the above-mentioned methods might be used to help the child in regaining self-control.

#### **Child Guidance Protocols**

Should serious or persistent behaviour continue a behaviour plan will be implemented between the centre, child, and parent. A meeting with parents may be requested by the Program Director or Operator to discuss behaviours and to examine the need for community supports to be put in place. Suspension/termination from the program may result if a child's behaviour is considered dangerous to Leaders, peers or property. The decision to suspend/terminate care for a child is determined by the Operator.

#### Theft

Juvenescence has a zero-tolerance policy for theft by children. Children will be given a one-time forgiveness with a verbal apology to the victim(s), written promise never to steal again and a meeting with the parents/guardians of the child. Repeat behaviour will result in termination of care.

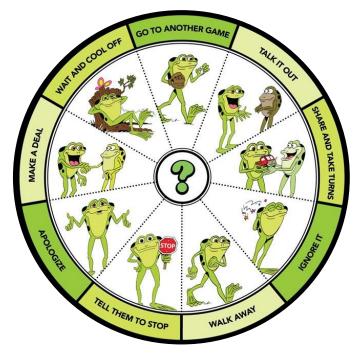
#### **KELSO'S CHOICES**

Kelso's Choice effectively teaches young children peace – making skills. It is a proven resource to increase confidence, reduce tattling and is a preliminary tool to prevent bullying.

The program is a powerful and timely tool to build a vital life skill for the young people in today's world. The program philosophy is simple: each child is smart enough and strong enough to resolve conflict.

When all adults in the centre ask students to follow the guidelines of the program, clear, consistent and firm expectations result.

Within the core program, children are first taught to discriminate between "big"



After mastering this distinction, each of the nine skills are taught. For example, specific strategies for "MAKE A DEAL" are taught and practiced, including how to flip a coin, how to pick a number from one to ten, how to compromise and make a trade – off etc.

The program encourages students to try two choices from "Kelso's Choice Wheel." If the "small" problem persists, they are told that adult intervention is warranted.

# **BULLY PREVENTION & INTERVENTION**

**DEFINITION** Bullying is when someone, or a group of people, upset or a risk to another person's health and safety - either psychologically or physically - or their property, reputation or social acceptance on more than one occasion. (Department of Education and Early Childhood Development Definition)

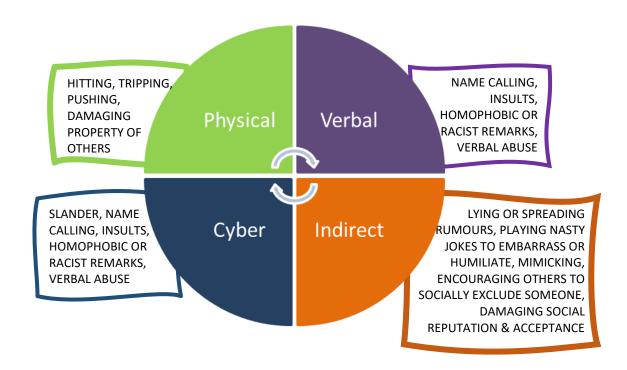
**RATIONALE** At Juvenescence we work to promote a positive culture where bullying is not accepted, and in doing so, all will have the right of respect from others, the right to learn or lead, and a right to feel safe and secure in the programs environment.



**PURPOSE** Our aim is to promote tolerance and positive behaviour in the Juvenescence community:

- Reinforcing within the program community that no form of bullying is acceptable.
- Encouraging the children to be alert to signs and evidence of bullying and to have a responsibility to report it to staff whether as observer or victim.
- Ensuring that all reported incidents of bullying are followed up and that support is given to the victim, perpetrator and all other individuals involved.
- Seeking parental and peer group support and co-operation at all times.

#### **4 TYPES OF BULLYING**



# What Bullying is Not

There are three socially unpleasant situations that are often confused with bullying:

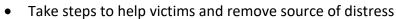
- MUTUAL CONFLICT In mutual conflict situations, there is an argument or disagreement between students but not an imbalance of power. Both parties are upset and usually both want a resolution to the problem.
- SOCIAL REJECTION OR DISLIKE Unless the social rejection is directed towards someone specific and involves deliberate and repeated attempts to cause distress, exclude or create dislike by others, it is not bullying.
- SINGLE-EPISODE ACTS OF NASTINESS OR MEANNESS, OR RANDOM ACTS OF
  AGGRESSION OR INTIMIDATION Single episodes of nastiness or physical aggression
  are not the same as bullying. If a student is verbally abused or pushed on one
  occasion they are not being bullied.

# **Implementation**

Our care givers, parents and children are required to play an active role in implementation of our anti bullying strategies.

# **Staff Responsibility:**

- Consistently reinforce positive behaviour
- Encourage and model tolerance and acceptance
- Be observant of signs of distress or suspected incidents of bullying
- Confer with parents if necessary
- Communication between staff members in writing including the names of children requiring attention.



- Listen and respond to all complaints of bullying
- Keep a record of children's unacceptable behaviour
- Report incidents of behaviour to parents
- Monitor computer use

# **Children's Responsibility:**

- Refuse to be involved in bullying situations
- Report suspected incidents to the staff, either as an observer or a victim
- To behave in a way that reflects their understanding of the Bully Prevention & Intervention Policy

# Parent's Responsibility:

Take an active interest in their child's school life to be aware of any problems

- Encourage their child to report and deal with the problem themselves
- Encourage their child to be verbally assertive rather than retaliate with action
- Communicate to the program that their child is being bullied
- Monitor computer use

#### **FOLLOW UP**

- Staff to complete a FIT Report
- Program leaders will continue to monitor the situation
- Implementation of our Child Guidance Policies discipline procedures.



# **EMERGENCY PROCEDURES**

# Alberta Licensing Regulation States:

In this section, "incident" means a serious illness of or injury to a child that occurs while the child is attending a program, and any other incident that occurs while a child is attending a program that may seriously affect the health or safety of the child. A license holder must report each incident to the director (licensing) forthwith in the manner required by the director (licensing).

A report must be made to licensing anytime there is:

- > An emergency evacuation
- Program closure due to an emergency
- Intruder on the program premises
- Illness or injury to a child that requires the program to request EMS and/or overnight hospitalization
- An error in the administration of medication by program staff resulting in child becoming seriously injured or ill and requiring first aid, or the program requesting emergency health care and/or requires child to remain in hospital overnight.
- The death of a child
- Unexpected absence of a child from the program (lost child)
- ➤ Child removed from the program by the non custodial parent or guardian
- An allegation of physical, sexual, emotion abuse and/or neglect of a child by a program staff member or volunteer.
- The commission by a child of an offence under an Act of Canada or Alberta
- A child left on the premises outside of the program's operating hours

#### **EMERGENCY EVACUATION**

In the event of a real emergency, children and staff practice monthly facility evacuations using a variety of situations and routes.

# FIRE ALARM

- Children line up quickly and quietly at the door
- Staff will collect all pertinent information such as portable emergency records and attendance sheets
- Staff will ensure that all windows and doors are closed upon exit from the building
- Staff and children then proceed in an orderly manner to the nearest exit door
- All people move well away from the building, to a predetermined meeting place
- Staff take attendance to ensure that all children in attendance are outside and accounted for
- Staff and children do not re-enter the building until it is safe to do so. The Fire Department will give the all clear

• In the event that re-entry to the building is not possible. Staff and children will relocate to their emergency evacuation location. Parents will be contacted from the emergency evacuation location to pick up children.

#### **LOCKDOWN**

- While Juvenescence has never faced a reason to "lockdown" and we focus on having a secure facility, lockdown procedures are practiced 2 times per year so that staff and children know what to do in the event of an intruder on the premises.
- Close all building doors and window coverings
- Move children to designated lockdown location
- Get as low to the ground as possible
- Sit with head down and arms covering
- · Staff in change will check that all children are accounted for
- Call 9-1-1 and remain in lockdown until emergency services give the all clear

#### POWER FAILURE

- In the event that there is enough natural light regular activities will continue
- If in darkness the centre will be evacuated to a predetermined meeting spot
- Weather permitting, children will play outside until power is restored
- In the event that weather necessitates going inside, relocate group to the emergency evacuation location
- Child Development Director will bring the phone, emergency cards, and attendance records
- A sign will be placed on the door telling parents where their children are located
- If the power remains out for an extended period of time, especially in cold weather, parents will be contacted to pick up their child.

#### **CUSTODY CONFLICTS**

- If ever the non-custodial parent is in breach of the legal custody agreement, we do not release the child unless the primary parent gives us written permission if there is a primary parent. If there is no written permission the primary parent will be notified immediately.
- If a situation should arise in which Juvenescence feels that the safety of any staff or program participants is compromised, the Program Operator and the Authorities will be notified.
- If a non-custodial parent removes their child from the program illegally, in conflict with the existing Custody agreement, staff would:
  - Call 9-1-1
  - Notify the custodial parent
  - If custodial parent unreachable, contact emergency contacts

- Report to Licensing immediately, follow their direction in regards to incident reporting
- A F.I.T. report to be completed by staff.

# LATE PICK UP

If a child is not picked up by 6:30pm and parents cannot be reached children's services will be contacted and Social Services will arrange to take the child into custody until parents can be located. If you will be late for any reason, contact the centre immediately

# **FIRST AID**

If a child becomes injured, a staff certified in First Aid/CPR will conduct an assessment and parents will be contacted. Juvenescence staff are not medical experts and recommend that seriously injured children be taken for medical assessment.

# **Procedure:**

- Assess injury and administer appropriate first aid
- If the child requires EMS, place call
- Call parent to inform of a serious injury

# SEVERE WEATHER/NATURAL DISASTER

Severe weather resulting in emergency procedures being required is rare, all Juvenescence phones have the Alberta Emergency Alerts app installed to notify program staff of any weather emergencies.

#### When an alert is received:

- <u>Information Alerts</u>: follow instructions provided. Make way to cover if required
- <u>Critical Alert</u>: Follow all lockdown emergency procedures. Director or Staff in Charge will follow specific AEA instructions. These instructions supersede Juvenescence lockdown procedures

# **Emergency Communications:**

When all children are safe:

- Call program Operator
- Text parents
- If there is an emergency program closure, parents will be notified via text and Facebook.
   Any families not arriving within 30 minutes will be called

Communication with outside sources will only occur if:

- Children and staff are safe
- Staff have attended to the needs of all children

# PARENT COMMUNCATIONS

Children thrive within families and communities that protect their health and safety, nurture and respect them and provide opportunities for involvement with caring adults. Warm, supportive and responsive interactions between adults and children help children feel safe and encourage a sense of self – worth. Children who feel secure and valued are more likely to get along well with others, develop self – control and be able to benefit from opportunities and experiences that foster learning and safe exploration of their environment.

#### **FAMILY COMMUNICATIONS**

- > Parents will receive a tour of Juvenescence and be introduced to the staff.
- > Staff recognize that parents are and always will be the Primary caregiver for their child.
- > Staff will provide regular feedback on each child.
- > Staff at Juvenescence welcome your comments and concerns.
- Juvenescence maintains an Open-Door Policy at all times.
- > Parents are invited and encouraged to join in any and all activities happening at Juvenescence.
- > Parents are invited to participate in special activities during the year.
- > We invite you to volunteer.
- > Share your cultural celebrations and special skills with us! We'd love to have you as a guest presenter.

#### HOW WE SHARE INFORMATION

- Monday Memo's
  - Emailed to parents and include pictures and highlights from the previous week and what is happening over the next week
  - Activity Calendars and Newsletters and can also be found on our website www.juvenescence.ca
  - Changes of staffing or program routines and policies
- Parent handbook is emailed when parents register and anytime there is a policy change and can also be found on our website.
- ➤ The parent board will have information about the program, community and cultural events, resources for families, licensing information, memos regarding changes to programs or policies.

#### PARENT PARTICIPATION & FEEDBACK

Parents are encouraged to offer their feedback regarding the program in a variety of ways:

- Speaking with one of the ECE's
- Parent Suggestion Box
- > Email
- > Family Nights
- Annual Parent Surveys

# CONFLICT RESOLUTION WITH PARENTS

When a conflict arises, Juvenescence will make every attempt to work with the family to resolve the issue to their mutual satisfaction, provided the arrangement does not:

- > Put Leaders, the child or other program participants at risk,
- ➤ Diminish the value of the Juvenescence experience for other participants

All situations are dealt with on an individual basis, considering the specific needs and circumstances of the family. After working with the family and making every attempt to resolve the situation, the Director, in consultation with the Operator, may conclude that it is not appropriate to continue involvement in Juvenescence.

# FINANCIAL & WITHDRAWAL POLICIES

#### MONTHLY FEES

Upon registration, all fees are due and payable. It is your responsibility to ensure all payments are received. Your child fills one of a limited number of spaces, and your space must be paid for whether your child is present or not. Therefore, there is no exemption from fees for absence due to illness, vacation, or for any other reason. No credits can be given for days missed.

- \$100.00 initial registration
- \$50.00 annual registration fee. Payable upon confirmation of a space for the next school term.
- Fees are due on the 1<sup>st</sup> of each month, by PAD or post dated cheque. Families with special circumstances may request to post date payments for the 15<sup>th</sup> each month
- Fees will not be prorated for any reason
- Drop in fees are to be prepaid at the beginning of each month for time booked. If your child is dropped off unexpectedly, drop in fees for that day must be paid immediately or use of this service will be terminated.

#### NON – PAYMENT OF FEES

The Director will work with families to develop alternate payment arrangements. Long – term default on fees will result in the services of Juvenescence being terminated.

Any payments made after the 5-day grace period will be considered as a late payment and charge a \$30.00 Late Fee (due the day payment is made).

Fees not paid by day 5 of the grace period of the month are subject to having the family's enrollment suspended until all fees are paid in full with the addition of the \$30 late fee charge.

Any fees in arrears for more than 30 days will result in termination of enrollment in the program until the balance left owing is cleared.

A \$50.00 service charge will be charged on all NSF Cheques.

#### **SUBSIDY**

The Alberta Family and Social Services Day Care Subsidy is available to parents who need assistance to help cover the fees for childcare. Apply online at <a href="https://applychildcaresubsidy.alberta.ca/">https://applychildcaresubsidy.alberta.ca/</a>. Once the subsidy application has been approved, print a copy of confirmation and bring to the Juvenescence Centre Director within 2 weeks of registering. All families with subsidies must provide postdated cheques or PAD for the difference between the currently approved subsidy allowance and the cost of their fee for each

month registered. Parents are responsible for having their child attend the required hours to meet their subsidy obligation. Any fees not covered by subsidy, will be the responsibility of the parent to pay.

Upon registration, the first month's fees are due in full and a credit will be applied to your account once subsidy is confirmed and received. All future months will be billed at the parent portion required after subsidy. If withdrawing from care, the last month of care is payable at the full fee and a cheque will be mailed to the family once subsidy is received and hours required for care have been met.

#### **DEPOSITS**

Juvenescence Deposit dates are always the 1<sup>st</sup> and 15<sup>th</sup> of the month. Any payments made between or after these dates are deposited on the next deposit period.

#### LOST CHILD

Parents are required to contact the program if your child will be late or absent. A child who does not come to the program after school is considered a missing child.

In an effort to locate the child, program staff will contact the parents and school. If the child cannot be located immediately, we are required to call the police for a lost child. Parents will be charged \$75.00 if the police are contacted and the child is with the parent. It is extremely important to contact the program if your child will be absent – our staff will look for them until we confirm their whereabouts.

#### LATE PICK UP

There are no provisions for early or late drop-off or pick-up. Parents/guardians should phone the centre immediately if unforeseen circumstances prevent children from being picked up by closing. It is unfair for a staff member to have to keep their family waiting because someone is late, and it is unfair to your child who is expecting you.

A late fee of \$10.00 for the first 10 minutes or any portion thereof and \$1.00/minute for each additional minute will be charged for pickup of children after program closure. Late fees are per family and are payable to the program staff upon child pick up. The parent will be issued an invoice for the extra time to be paid to the Centre within 24 hours.

If late pick-up becomes reoccurring and problematic, all incidents will be documented, and the Director will become involved to reach a satisfactory resolution culminating in a signed agreement between all parties. Should a satisfactory resolution not be reached, Centre services will be terminated for that family effective immediately.

# TAX RECEIPTS

Receipts for fees paid during the year will be provided in February each year. For each centre your child has attended during the year you will receive a separate tax receipt. Field trip fees are not included on tax receipts as fees charged only cover the cost of activities and are not tax deductible.

# WITHDRAWAL POLICY

If a family chooses to withdraw from care at Juvenescence, a Child Care Withdrawal Notice Form must be submitted by the 1<sup>st</sup> of the month in order to have care terminated by the last calendar day of that month. Any requests for withdrawal not submitted by the 1<sup>st</sup> of the month will not be able to terminate care for that month. Any form submitted after the 1<sup>st</sup> will be considered notice for the end of the following month. Failure to notify the program prior to August 1<sup>st</sup> that your child will not be attending in September will result in a charge for September fees.

# **FORMS**

#### CHILD CARE WITHDRAWAL NOTICE

#### WITHDRAWING CARE

If a family chooses to withdraw from care at Juvenescence, a *Child Care Withdrawal Notice Form* must be submitted not later than the 1<sup>st</sup> of the month in order to have care terminated by the last calendar day of that month. Any *Child Care Withdrawal Notice Form* received after the 1<sup>st</sup> will not be able to terminate care for that month. Any form submitted after the 1<sup>st</sup> will be considered notice for the end of the following month. No refunds for the initial deposit or current months fees will be given.

# Complete this form and return it to the Program Director If you have any further questions, please contact your Juvenescence program. This is to advise Juvenescence, that I, \_\_\_\_\_ from (centre location) \_\_\_\_\_ effective \_\_\_\_\_\_. **Reason for withdrawal** (optional, this feedback helps us improve) Feedback 1. How has your child benefitted from his/her experience at this Centre? 2. In what ways could we improve the program to better meet your child's or families needs? ADMINISTRATION ONLY Date Received: \_\_\_\_\_ Date Change Takes Effect: \_\_\_\_\_ PAD Account Deleted from Deposit: \_\_\_\_\_ or cheques mailed back: \_\_\_\_ (mm/dd/yy) (mm/dd/yy)

# MEDICATION ADMINISTRATION FORM

I, give permission to Leaders of Juvenescence to administe			cence to administer
medication to			
Name of medication:		Time to be administe	ered:
Amount to be administered:		Dates to be administered:	
Expiry date of medication	on:	_	
Date Administered	Time Administered	Amount Administered	Staff Initials
Parent Signature		Date	

age	40
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			Page   <b>4</b>
		INISTRATION FORM	
Ι	, give permiss	sion to Leaders of Juvenes	cence to administer
medication to		_•	
Name of medication:		Time to be administer	red:
Amount to be administer	red:	Dates to be administe	ered:
Expiry date of medication	on:		
Date Administered	Time Administered	Amount Administered	Staff Initials
Parent Signature:		Date:	

# EPI - PEN POLICY

(please print double sided and return to centre)

If an Epi - Pen is required due to severe allergy a parent or legal guardian must fill out an Epi – Pen Notification form before this medication would be administered by Juvenescence staff.

Epi – Pens will be used in a controlled manner by direction of EMS and with written parental consent.

Epi - Pens are to remain with the child, or within proximity when appropriate, while in the facility or site.

Responding staff will be provided with appropriate instruction on Epi – Pen use upon recommendation from the Calgary Health Region.

Protocol for a Severe Allergic Reaction

- 1. Contact EMS immediately
- 2. If the child has an Epi Pen, direct the child to use the Epi pen upon recommendation from EMS dispatchers
- 3. Record the time of Epi Pen administration
- 4. Make the child comfortable, providing any additional care that may be required until EMS arrives
- 5. Contact parent and/or emergency contact
- 6. If the child is unable to use the Epi Pen, trained Juvenescence staff will administer the Epi Pen to the child upon direction from EMS dispatchers.

# **EPI – PEN NOTIFICATION FORM**

The collection of the following information is to notify Juvenescence staff of a severe allergy for your child and to notify you, the parent, of procedures that will be enacted for your child while at Juvenescence.

Child's Name:	Date of Birth:	
Address:		
Parent/Guardian:	Phone:	
Parent/Guardian:	Phone:	
Emergency Contact:	Phone:	
My child is allergic to:		
General symptoms of the reaction:		
Iadminister <b>1 dose</b> of of allergic reaction and as advised by EMS.	, give permission to staff of Juvenescence toto my child in the event	
Parent Signature	 Date	

# Protocol for a Severe Allergic Reaction

- 1. Contact EMS immediately
- 2. If the child has an Epi Pen, direct the child to use the Epi Pen upon recommendation from EMS dispatchers
- 3. Record the time of Epi- Pen administration
- 4. Make the child comfortable, providing any additional care that may be required until EMS arrives
- 5. Contact parent and/or emergency contact
- 6. If the child is unable to use the Epi Pen, trained Juvenescence staff will administer the Epi Pen to the child upon direction from EMS dispatchers.