

Riverhouse - Quality Improvement Plan 2022-2023 School Year

A. Introduction: this plan is based on three things:

1. The annual Riverhouse Board Retreat in October of 2023.
2. PAS assessment done with Clayton Early Learning in Nove 2022
3. Strengthening Families Framework self-assessment

B. Strengths & Challenges

Riverhouse's strengths and challenges were assessed across multiple domains. All goals for this plan were based on the identified challenges.

Identified strengths include:

1. Accounting Practices
2. Budget Planning
3. Technological Resources
4. Facilities Management
5. Internal Communication
6. Board of Directors (quality & participation)
7. Staffing patterns and scheduling

Areas Identified for improvement include:

1. Staff qualifications
2. Staff orientation or onboarding
3. Staff development - training, evaluations, coaching
4. Compensation - wages and benefits
5. Staff Retention
6. Risk Management Plan
7. Child assessments, including screenings for special needs and vision, hearing and dental
8. Curriculum planning and documentation
9. Playground / Natural Areas
10. Family Outreach / Resource Programming



Goal # 1 - Staff Qualifications

Based on summer 2022 data, two staff members - out of 24 - had a 3.0 credential. Few had submitted their information to PDIS. We want everyone to have submitted, and we aspire for higher qualifications.

<u>Action Steps</u>	<u>Lead Person</u>	<u>Timeline</u>	<u>Evidence</u>	<u>Progress at end of May 2023</u>
1. Provide time at work for teachers to: access PDIS at work, contact schools for transcripts, and explore career pathways in early childhood ed	Program Director & Admin Coordinator	2022-2023 school year	By summer 2023 at least 25% of teachers will have their 3.0 credential. Everyone will have their information submitted to PDIS	Almost there - 75% are submitted. We're unsure of 3.0 credentials.
2. Hire a part-time person to just work on staff credentialing, prof development	Ex Director	By Jan 2023	2 out of 24 teachers had their credentials in prior to Sept '23. By May '23 16 out of 24 had submitted all documentation (employment letters, transcripts, PDIS, etc)	Person hired, still working on submitting
3. Create a "ECC Career Pathways" folder for interested staff, showing all options and funding	Admin Coordinator	By August 2023	Have two teachers pursuing a CDA. Have two teachers and one staff with EC degrees. Very little PD has been done or promoted since Covid.	We lost 2 people who were working on their CDAs. Working hard on promoting PD

Goal # 2 - Staff Orientation / Onboarding

New staff are often not fully trained in a systematic way, resulting in a lack of confidence, & lack of skills. This is a safety concern on the part of administration.

<u>Action Steps</u>	<u>Lead Person</u>	<u>Timeline</u>	<u>Evidence</u>	<u>Progress by May 2023</u>
1. Create an onboarding policy that dictates when staff have met different stages of training, and have this adopted by the Board	Executive Director	By work week in August 2022	By August 16, 2022 there will be an onboarding flowchart	Done and in use
2. Spend time during Teacher Work Week reviewing the onboarding policy with all staff and especially with Leadership Team	Program Director	August 2022	New staff will sign a form after their 4 week onboarding period, stating how they're feeling about their abilities	Done and in use
3. Post copies of the Onboarding Policy in each teacher office & in the program staff office	Ex. Director	August 2022	Posters are hung and the policy is known to all staff	Done

Goal # 3 - Staff Development

There is no professional development plan. There is no theme related to PD that unified the center.				
<u>Action Steps</u>	<u>Lead Person</u>	<u>Timeline</u>	<u>Evidence</u>	<u>Progress by May 2023</u>
1. Create a professional development plan for the entire year that states the required trainings, the time they're offered, and other trainings as desired by RHCC	Executive Director	2022-2023 school year	By January 2023 there will be a new PD plan in the staff handbook.	Done and in handbook
2. Hire a part-time person to just work on staff credentialing, prof development	Ex Director	By January 2023	By May 2023 the staff will have completed several trainings offered through LaPlata Early Childhood Council	Person hired in March '23 & will stay until Sept '23
3. Create a "ECC Career Pathways" folder for interested staff, showing all options and funding	Admin Coordinator	By August 2023	We have had few staff pursuing ECC as a pathway - want to encourage this as much as possible	Marginal but optimistic we'll improve
4. Schedule several trainings with Early Childhood Council, and all teachers for training in <i>Conscious Discipline and Trauma-Informed Care</i>	Program Director	By August 2023	All teachers have had Ethics Training, + Dev. I Guidelines with ECC. 18 teachers signed up for Conscious Discipline on June 2, 2023. Promoting trainings in Trauma Informed Care.	We are adhering to our new PD plan with fidelity.

Goal # 4 - Compensation - Wages & Benefits

Staff are not compensated a living wage. There are few to no benefits for most staff. There is no Pay Scale.				
<u>Action Steps</u>	<u>Lead Person</u>	<u>Timeline</u>	<u>Evidence</u>	<u>Progress by May 2023</u>
1. Increase all wages by at least \$2.00 an hour. Increase Lead teacher wages to a liveable wage (\$19.35/hr)	Executive Director	By December 2022	Payroll reports. Overall payroll increased from	Completed Jan 2023
2. Create a pay scale based on experience, education & merit	Executive Director	December 2022	Pay scale is adopted and in place.	Completed Dec 2022
3. Add health care benefits	Executive Director	ASAP	Have a contract with Durango Primary Care. Have dental insurance. Both are free for ft staff.	Completed - March 2023
4. Create a retirement plan	Executive Director	ASAP	3% matching Simple IRA Plan with American Funds.	Completed - July 2023

Goal # 5 - Staff Retention

<p>When I was hired, there were 3 teachers - out of 18 - who had been at RH longer for six months. The turnover rate was 83%.</p>				
<u>Action Steps</u>	<u>Lead Person</u>	<u>Timeline</u>	<u>Evidence</u>	<u>Progress by May 2023</u>
1. Create a professional development plan for the entire year that states the required trainings, the time they're offered, and other trainings as desired by RHCC	Executive Director	2022-2023 school year	By January 2023 there will be a new PD plan in the staff handbook.	Staff retention has improved dramatically.
2. Hire a part-time person to just work on staff credentialing, prof development	Ex Director	By January 2023	By May 2023 the staff will have completed several trainings offered through LaPlata Early Childhood Council	From Jan to June 2022 turnover rate was 83%.
3. Create a "ECC Career Pathways" folder for interested staff, showing all options and funding	Admin Coordinator	By August 2023	We have signed up two teachers for CDA's in 2023 and one for coaching.	From July 22 to June 23 the rate was 37%
4. Improve the work culture with staff appreciation events, healthier individuals that people want to work with, an administrative staff that helps out when needed, more professional development, more regular staff appreciation acts such as gift cards, snacks, food at meetings, shout outs, etc.	Ex Director Prog director	Ongoing	We have had several events such as Durango Hot Springs (2x), meal with mini-golf (2x), and a Christmas Party this current school year. We've increased in-house PD, have monthly staff appreciation gift cards, provide foot at every meeting, and keep a snack basket stocked in the Program Office.	(county average in childcare is 42%).

Goal # 6 - Risk Management Plan

Staff are not compensated a living wage. There are few to no benefits for most staff				
<u>Action Steps</u>	<u>Lead Person</u>	<u>Timeline</u>	<u>Evidence</u>	<u>Progress by May 2023</u>
1. Create a risk management team & a risk plan that looks at ALL risks	Executive Director	ASAP	Plan is done. Need to finish all the steps of the plan.	75% completed.
2. Improve the fire exit dramatically - culvert, flagstone steps, railing	Executive Director	August 2022	Culvert & steps were completed by Sept 2022. Railings by May/June 2023	Completed
3. Ensure regular fire & safety drills are being completed on schedule	Executive Director	ASAP	Fire drills are now being done monthly. Shelter-in-place & lockdowns are 50% New schedule completed for 2023	75% completed

Goal # 7 - Child assessments

Child assessments are not being done in each classroom, in accordance with Teaching Strategies Gold				
<u>Action Steps</u>	<u>Lead Person</u>	<u>Timeline</u>	<u>Evidence</u>	<u>Progress by May 2023</u>
1. Get teachers signed up for Teaching Strategies Gold PD in August 2023	Program Director	2023 - 2024 school year	All Lead teachers will be trained in Teaching Strategies Gold	None
2. Provide coaching and modeling for Lead Teachers re: doing assessments	Program Director	August 2023	These will be scheduled during the Teacher Work Week in August '23	None
3. Have a workshop for Lead Teachers on the first teacher work day (Oct 9, '23) to support reliable assessments	Program Director	By 2023 - 2024 school year	All Lead teachers will be providing families with reliable assessments 2X a year. Will use Ages & Stages ?naires with families.	None
4. Train Lead teachers in screening for special needs. Work with ECC when there are concerns about specific children	Program Director	Immediately	Amy Aweida, Early Child Specialist, comes in several times during the school year to work with teachers regarding special needs concerns	Successful. Amy is a regular at RH and has helped us assess and make plans for 3 children

Goal # 8 - Curriculum Planning & Documentation

The Creative Curriculum is not being used reliably, with fidelity, in each classroom.				
<u>Action Steps</u>	<u>Lead Person</u>	<u>Timeline</u>	<u>Evidence</u>	<u>Progress by May 2023</u>
1. 100% of Lead teachers and 75% of all full-time aides will be trained in use of the Creative Curriculum for lessons and daily routines, as well as assessments	Program Director	By work week in August 2023	We will have these numbers and will see reliable use of the CC infused throughout the day in each classroom	Not yet
2. Each classroom reaches out to families with family resources such as “digital music & book library” & other family activities	Program Director	August 2023	Each classroom reaches out to families with family resources such as “digital music & book library” & other family activities	None
3. Subscribe to Spanish version as well for our Spanish-speaking teachers	Program Director	August 2023	The subscription is purchased and shared with Spanish speaking staff.	None

Goal # 9 - Playground / Natural Areas

Riverhouse has less than ideal outdoor spaces due to being built against a hill. Planting areas for children are minimal. Outdoor spaces for staff are nonexistent.				
<u>Action Steps</u>	<u>Lead Person</u>	<u>Timeline</u>	<u>Evidence</u>	<u>Progress by May 2023</u>
1. Purchase planter boxes so children can plant flowers and vegetables	Executive Director	2022-2023 school year	Children will be able to enjoy flowers, and eat vegetables, that they’ve grown	Have 2 boxes, 2 others ordered.
2. Fence off two of the corners in the playground and use those areas as planting/garden areas	Ex Director	By summer 2024	Children will be able to plant fruit trees and more significant quantities of plants that they can classify.	None yet.
3. Create an outdoor seating area for the staff south of the main entrance	Ex Director	By Summer 2023	Purchased table with umbrella. Cleared place for it, + a bench.	75% completed

Goal # 10 - Family Outreach - Resource Programming

We wish to respond to parents' requests as shared through the Board of Directors and through surveys				
<u>Action Steps</u>	<u>Lead Person</u>	<u>Timeline</u>	<u>Evidence</u>	<u>Progress by May 2023</u>
1. Move Parents Nights Out to Saturdays as requested by parents	Executive Director	By January 2023	We moved to Saturday PNOs in Feb and have been 100% full each month	Done
2. Provide an Infant Support Group so parents of infants can get to know each other & learn	Program Director	May 2023	We will have at least 4 families participate in a four week group with the ECC group coordinator (Sarah)	In the works
3. Provide hearing, dental and vision screenings for all children	Executive Director	ASAP	All 3 screenings are done annually	Hearing - 100% done in April '23, dental and vision are being set up
4. Reinstate Grandparents' Club as it was pre-Covid	Program Director	Sept 2023	We will have a membership of at least 20% of our families (12) participating	None
5. Provide more documentation regarding their children - see Curriculum goals above	Program Director	School year 2023-2024	Parents report that this is happening on next Parent Survey in October	None