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**Out of School Care  
Parent Handbook 2022 – 2023**

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**Policy 10.04**

**Category: School and School Community Relations**

**Out of School Care Program**

**BACKGROUND**

CAPE school draws its students from all areas of the city and surrounding area. It also does not provide bussing. For parents who work outside the home, quality childcare after school can be cost prohibitive. Coordination of work and school hours can be challenging. CAPE school supports the operation of a childcare program operating in the school outside the hours of instruction offering reasonably priced, quality child care after school.

**POLICY STATEMENT**

The CAPE Charter Board supports the offering of an Out of School Care Program in the school as a way of assisting families and for the benefit our students.

**GUIDELINES**

1. CAPE shall direct the Out of School Care Program. Fees charged for the program shall be the responsibility of CAPE and any earned revenue from the program shall belong to CAPE and be used to support the program.
2. The Out of School Care Program shall have an operating license granted by the Province under the Day Care licensing regulations. The Service Plan of the Program, and the operating license shall be kept on file, and made available, upon request, to the CAPE Charter Board, the School Council, Alberta Education, and any other government agency.
3. Employees hired by CAPE to supervise students shall be considered employees of CAPE. These employees, as caretakers of children are required to:
  - 3.1 hold a valid first aid certificate;
  - 3.2 hold a valid CPR certificate;
  - 3.3 be at least 18 years of age;
  - 3.4 have a valid criminal check on file; and
  - 3.5 have a valid child welfare check on file.
4. The Principal shall administer and supervise the program, and designate areas of the school for use by the program participants.

5. The CAPE Secretary-Treasurer shall manage the financial aspect of the program, and maintain, or cause to be maintained, all pertinent financial records.
6. Proper student registration and release forms must be completed and kept up to date as per licensing regulations.
7. CAPE shall have procedures in place for emergencies involving injury of students and emergency site evacuation.
8. CAPE shall have procedures in place for the accounting of each student participating in the program and release of students to parents or guardians authorized to pick up students.

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**References:**

*CAPE charter*

*Child Care Licensing Act*

*Child Care Licensing Regulation*

*School Act*

*CAPE Policy 5.04*

*CAPE Policy 9.01*

*CAPE Policy 9.02*

*CAPE Policy 9.04*

*CAPE Policy 9.06*

*CAPE Policy 9.07*

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# CAPE OUT OF SCHOOL PROGRAM PLAN

The program plan for out of school care is a living document. This means that as changes and improvements are made to research or program structure, the program plan will be updated. The most recent copy can be found on the CAPE website <https://capeisgreat.org/wp-content/uploads/2021/10/Approved-Program-Plan-07-30-2021.pdf>.

## MEETING DEVELOPMENTAL NEEDS

The philosophy of the school is “to foster a desire to learn, to grow, to explore, to excel, to achieve.” This philosophy extends into our Out of School Care Program, which is dedicated to the provision of a safe and quality environment for our children.

This philosophy addresses matters that must be considered:

- to foster a desire to learn: having care and play experiences that support their development and learning
- to grow: the abilities of the children in the program is to be respected and valued
- to explore: the child’s familial and Indigenous or other cultural, social, linguistic and spiritual heritage are central to the child’s safety, well being and development
- to excel: care of the child must be appropriate to the child’s mental, emotional, spiritual and physical needs and stage of development and the child is protected from all forms of physical punishment, physical and verbal abuse, and emotional deprivation
- to achieve: the background and circumstances of children in the program and their families, including those who may be experiencing social or economic vulnerability

In this way, our program needs and values the involvement of all stakeholders in that involvement and engagement of parents supports accountability of child care program providers, monitoring of child care programs and maintenance of good quality child care programs.

The program addresses Principles within the Early Learning and Child Care Act:

- the safety, security, well-being and development of the of child is to be supported and preserved.
  - Program Goal 1) to provide a safe and stimulating environment for the children who attend the program;
- flexibility in child care supports choice and accessibility for families.
  - Program Goal 2) to provide a variety of opportunities for the children to enhance their mental, emotional, spiritual and physical needs, and supports for families that respect priorities, allow choice, and promote equity;
- engagement of parents, guardians and community members in the provision of child care supports the child's optimal development.
  - Program Goal 3) to provide affordable, quality care to the children and families of CAPE School who are in need of out of school care within a community of support.

## **PROGRAM OPERATION**

The CAPE Out of School Care Program is solely responsible for the supervision of the children within their care.

- Before School Care begins at 7:00 am and children must be on the schedule as provided by parents. Children will be released to the school's outdoor supervisors at 8:20 am so that children may have 20 minutes of outdoor activity before school.
- For After School Care, kindergarten children attending the program will be picked up from their classrooms at 3:15 Monday – Thursday and 12:15 on Friday.
- Children in grades 1-6+ are expected to be at the Program meeting place by 3:40 p.m. on regular school days, and by 12:15 p.m. on Fridays. In the event that a child has not been brought into before school care (left unattended outside), or has not been picked up by 5:40 p.m., the staff will make every effort to contact the parent(s) or the alternate emergency contact before calling Emergency Child Welfare.
- A child, who normally attends the program, but is working independently with a teacher immediately after school, would then join the Program after the work is completed and would sign in at that time.
- Caregivers do not collect children from off-site.

The Program is closed on Saturdays and Sundays. The Program will not operate on school holidays, which include Remembrance Day, Christmas break, Spring break, Easter break, and any other days that may arise. The program may choose operate on Professional Development Days and Teachers Convention days. An emergency phone number is posted in the front window of the school for after-hours emergency.

### **Daily Procedures and Routines**

The CAPE Out of School Program has a structure which balances:

- one-on-one contact with group development;
- individual with group activities;
- child choice with planned activities; and
- social with academic development.

Throughout the year, themed activities of various levels based on child abilities and child input will be planned. Activities within each theme include: child suggested activities, reading selections, videos, sports, group games, crafts, music, and the possibility of field trips (only on designated Fridays). Special activities, such as child-made snacks, dress-up days, etc. are also planned within some themes.

The typical program schedules follow:

Mornings:

7:00 - 7:15 am	Sign in and attendance
7:15 - 7:45	Individual activities
7:45 - 8:15	Large group activities
8:15 - 8:20	Clean up and dismissal to school supervisors

After School Monday – Thursday:

3:15 – 3:30 pm	Pick up of Kindergarten children attending the program, Kindergarten attendance
3:30 – 3:45	Children in grades 1-6 report to designated locations, attendance, hand-washing, snack preparation, and group snack
3:45 – 4:20	Physical activity: gym, centres, outdoor play
4:20 – 5:00	Individual groups: homework support, themed activities
4:45 - 5:30	Large group activities as group size permits

After School Friday:

12:00 – 12:15	Pick up of Kindergarten children attending the program, Kindergarten attendance
12:15	Children in grades 1-6 report to the designated locations, attendance
12:15 – 1:00	Hand-washing, lunch, and themed movie
1:30 – 3:30	Open centres, homework support (4 stations - half hour each)
3:30 - 4:00	Hand-washing, snack preparation, and group snack
4:00 – 4:45	Outdoor time *may be extended based on weather conditions and child input*
4:45 - 5:30	Group activities as group size permits

Caregiving will take place in the school gymnasium, Learning Commons and classroom areas. The gym and Learning Commons will also be accessed regularly to promote physical activity and literacy. This allows the various needs of different aged children to have the benefit of accessing space which suits them best. There will be 2.5 square metres per child in each child care space. Ratios will remain in effect for all areas.

The playground will be accessed daily, weather permitting. Before school, the program works with the school to facilitate 20 minutes of supervised outdoor play time before school begins. After school, outdoor time will be organized after 4:00pm or thereabouts to allow for the school children to be dismissed and the playground to be cleared. The playground offers a play structure, paved area, picnic area in the courtyard, and parkour areas. The program shall stay within the fenced perimeter of the playground.



### **Technology Practices**

Access to free time on computers is limited to homework use or program support to allow for greater physical activity and wellbeing. Children who require a computer to complete homework will be supervised and given a specific amount of time in which they will have access. The children are expected to follow the school policy.

In accordance with school policy, children are not to bring hand-held electronic games to out of school care. Should a child bring such a device, the care-giver will confiscate the device and return it to the adult who picks up the child.

The caregivers will take photos of children in the program for the purposes of celebrating individual strengths, creating a program scrapbook, use in the school yearbook and sharing with parents on social media. Each child has a parent-signed media waiver that will indicate the parent preferences for sharing child names and work. Parent wishes for social media will be followed.

### **Off-Site Activities**

Field trips may be planned on designated Fridays for the out of school program. Notice of a field trip will be given to parents via email and the care-givers. In order for a child to attend, a signed permission slip must be received by the school in advance.

### **COMMUNITY RESOURCES**

Community resources may:

- include community members such as artists, musicians, speaker as available to come to the school during child care hours
- supply necessary materials and snacks for the program.
- support nutritional needs of children in the program i.e. Food Bank Program.
- provide play areas for field trips within the local community.
- provide information within a community context which can be used to improve the program.
- provide supports for families including family activities, assistance meeting basic needs, and family development.

### **COMMUNITY CONNECTIONS**

The intent of the out-of-school program and the school is to engage families with the wider Medicine Hat community so that families may reach out for support if and when needed. The program will provide information to connect families with community resources through school connections with community partners order to support family needs in the areas of child development, parent development or family assistance. Community support information can be found on the CAPE website here:

<https://jgordon5.wixsite.com/family-supports/child-development>

Field trips or off-site activities will only be allowed when pre-arranged and parents are notified. These are best when within walking distance of CAPE School. Child care ratios must remain in place at any and all childcare locations.

## **PARENTAL and FAMILY INVOLVEMENT**

CAPE's Out of School Program has an open door policy. This means that parents are welcome to be involved in the program and help inform the decision-making processes for the program. CAPE parents may have involvement in and help support the Out of School Program in the following ways:

- providing specific child information via the registration form;
- offering suggestions for programming and activities through written or oral communications;
- making donations of food items or materials for activities;
- expressing concerns through established protocols;
- coming on field trips or off-site excursions.

Parents have the ability to inform the decision-making processes of the program through the following means:

- surveys;
- regular staff communications; and
- email.

As it is recognized that parents who require the service of out of school care are typically working and unable to attend the program itself, there is no expectation for parents to volunteer.

Any concerns or complaints about the CAPE Out of School Program must be directed, in writing, first to the Out of School director who will then share it with the CAPE School administration for review. A written response will be provided to the parent within two weeks of receipt of written concerns or complaints.

## **SUPPORTS FOR FAMILIES**

The CAPE Board, through the out-of-school program and the school itself, has provided a structure whereby families can receive assistance in accessing supports they may need. On the program registration form, parents give consent for the school and program to share information to better support children. Information will only be shared between the program supervisor and the care-givers on a need-to-know basis in the strictest confidence.

Should information be provided to the program supervisor by the caregivers, the supervisor will inform the proper school staff, again in the strictest of confidence. Should families need or request support, the program supervisor will identify a person of trust for

the family, this person will share information and connect families with required services. In cases where the school is best equipped to provide support, the supervisor will update the caregivers when appropriate.

## **COMMUNICATION**

Communications within the CAPE Out of School programs are ones that foster the academic and personal development of children. In this endeavour, our program recognizes three stakeholders: the children, the parents and the community.

### **Communications with Parents**

The CAPE Out of School Program has an open-door policy. Interactions between care-givers and parents are intended to facilitate the positive development of the child. As such, communications are regular, intentional, and respectful. When families register for the CAPE Out of School Program, they are provided with access to a parent handbook which outlines policies and practices.

### **Parent Orientation**

Parents of children who are interested or registered in CAPE's Out of School Program will be supplied with information about the program via the school website. Print information is available upon request. If you wish to have a formal program orientation, please contact Mrs. Gordon to arrange a time.

### **Parent Input and Activity Survey**

Throughout the year, parents and children will have the opportunity to input into program activities and snacks by completing an input survey. Input from these surveys will be considered when making program decisions.

Throughout the year, parents are welcome to provide input either in discussion with the administration and/or with the care-givers, or in writing.

### **Parent Updates**

Within the school, the main parent information board can be found in the Learning Commons. Information on that board includes:

- copy of the license
- staff certification
- emergency phone numbers
- licensing reports

Information that will be sent to parents includes:

- monthly snack schedule
- child work and program pictures
- upcoming special days or guest visits
- courses / community activities of interest
- regular program updates

### **News Items**

As needed, the school publishes information highlighting school and related community events. A designated section will contain updates and information about the out of school program, as provided by staff, out of school children and parents. Updates are available to families by email, in print by request, and on the school website at [www.capeisgreat.org](http://www.capeisgreat.org) in the Parent Out of School Care section.

### **Verbal Communications and Daily Updates**

Daily reports will be provided to parents at pick-up time concerning the child's activities, snack, and behaviour. Only child-specific information is shared with parents in a private and confidential setting. Should a care-giver need to share information relevant to the child's development with others, the care-giver will seek consent from the parent before sharing this information with other relevant individuals.

During school hours, the program supervisor/administrator is available to meet with parents. After school, the program supervisor/administrator will be available by pre-arranged appointment.

### **Addressing Concerns**

Concerns may arise:

- between children. The caregiver will address issues with the involved children away from the immediate group. Each child will be given the opportunity to have a say and a solution will be developed with child input. Should issues or concerns continue, parents will be contacted.
- between a child and a caregiver. Again, concerns will be addressed away from the main group. The involved caregiver is responsible for notifying parents of the issue, the solution, or methodologies used to address the issue.
- between a parent and a caregiver. Concerns will be addressed in a time and place absent of children. Should only one caregiver be present, the parent will be asked to set up a meeting at a later time to address the issue as the caregiver's main concern and responsibility are the children in the program. If an amicable solution cannot be reached between parent and caregiver, administration will be available to mediate.

At any time, parents may email administration to express praise about, ask questions about, or voice concerns with the program.

## **STAFFING**

The caregivers are considered employees of CAPE School.

Requirements for employment are:

- possession of a current First Aid and CPR certificate or agreement to obtain certification as soon as possible (copy of certificates must be submitted);
- submission of a Child Welfare check no greater than 6 months old;
- submission of a Police check (Criminal Records check with Vulnerable Sector Search) no greater than 6 months old;
- 18 years of age or older and bondable;
- suitable education / experience to meet certification requirements for position being applied for; and
- good health and physical ability.

The program staff must hold a valid child care certificate, or be working toward certification.

The program will make attempts to attract and retain highly qualified staff:

- Level 3: child care supervisors who administer the program. One of these will include the principal of the school.
- Level 2: child care development workers.
- Level 1: child development assistants.
- One in four staff will be Level 2 or above.

A staff/child ratio of not greater than 1:15 (Kindergarten-Grade 6). As well, an additional individual (18 years of age or older) will be in the building (eg. custodian, teacher, or office staff) while the Out of School Program is operating. Given the program capacity numbers (58), no more the five care-givers will be required at any given time.

Caregivers are responsible for the safety and well being of all children registered in the program. Caregivers shall also ensure that the children behave appropriately and that school property is respected. Safety checklists are to be conducted daily to ensure the program area is safe and free of potential dangers. Any dangerous situations that cannot be rectified that day need to be reported to the program supervisor/administrator immediately.

## **VOLUNTEERS**

Volunteers may assist with the program under the supervision of a certificated care-giver provided they have a current criminal record check dated no earlier than 6 months than the date(s) they volunteer. They must also agree to and sign a Code of Conduct specific to volunteers. Individual child information and staff document files are not accessible to volunteers.

# **ADMINISTRATIVE POLICIES and PROCEDURES**

## **CHILD GUIDANCE**

The child guidance policy and practices follow the philosophy of CAPE School; to develop academic and personal excellence. As part of the guidance policy, staff members are actively engaged with children. This means being available to the children at all times and seeking out meaningful interactions with each child. Opportunities for development include:

- recognizing positive word choices,
- speaking without being interrupted,
- expressing feelings in a supportive environment,
- having appropriate interactions modelled for them by staff,
- learning to respect the rights of others,
- identifying and following age-appropriate rules and expectations,
- showing respect for rules and expectations appropriate for the individual's age,
- respecting private and school property,
- supporting team-building and leadership activities,
- developing positive, age-appropriate problem solving skills,
- illustrating positive interactions with peers and adults,
- contributing ideas for activities,
- planning activities that promote leadership and teamwork,
- trying new activities and experiences, and
- taking part in activities which are planned in consideration of child age, abilities, needs, and background.

## **BEHAVIOUR**

Children will be expected to adhere to the “Behaviour” guidelines outlined in the CAPE Parent Information Booklet and/or the Student Planner.

The school's discipline policy extends to the out of school care program. The school policy may be found on the school website, in the student agendas and in the Out of School Handbook. Discipline expectations are reviewed with children at an assembly at the beginning of the year and with care-givers at orientation.

Expected behaviours include:

- 1) reporting to the program promptly with all personal materials and supplies,
- 2) participating in activities without disturbing others,
- 3) wearing appropriate, prescribed uniform, including appropriate footwear,
- 4) keeping areas neat and cleaning up after oneself,
- 5) following the directions and guidance of the adults,
- 6) addressing all people respectfully,
- 7) treating self and others with respect and courtesy.

## **DISCIPLINE**

1-2-3 Magic for the Classroom is a proactive approach that stresses prevention. It is based on the following three principles:

1. Praise children for acceptable and commendable behaviours and set them up for success. Flood them with positives.
2. The “paycheck” for positive behaviours should be much greater than the attention they receive for negative behaviours.
3. A school-wide, predictable, and consistent system of discipline and consequences is vital. The program must be predictable, easy to understand, and fair.

Details of this program can be found in every student planner.

Corrective discipline will be administered to all children at the discretion of the responsible caregiver and may include:

- 1) counseling of alternative strategies
- 2) teaching appropriate communication strategies
- 3) modelling or assisting with problem solving
- 4) identifying the relationship between actions and emotions
- 5) communicating with parents to develop and utilize familiar strategies

### **Reasonable and Respectful Consequences**

In regards to any disciplinary measures, caregivers must ensure that the actions taken are ones done in reasonable circumstances. This means, under no circumstances will caregivers:

- inflict or cause to be inflicted an form of physical punishment,
- inflict or cause to be inflicted any form of verbal or physical degradation or put down,
- inflict or cause to be inflicted any emotional deprivation,
- deny basic necessities, i.e. food, water, bathroom privileges, and/or
- use or permit the use of physical restraint, confinement or isolation.

Should a discipline problem arise between a caregiver and a child in the program, the following conduct guidelines will be followed:

- the caregiver will keep track of any such discipline issues using the Child Behaviour Form.
- the caregiver will notify the parent(s) and parents will sign the form;
- the form will be provided to the CAPE Out of School supervisor for follow up; and
- a meeting between the caregiver, the parent(s), and the Principal may be arranged. With parent input, support plans may be developed and implemented.

### **Escalating Behaviour**

If there are further issues, the child is refusing to work with caregivers, or the child’s behaviour compromised the safety of other children, the child will be suspended from the program for 1 week. Upon a secondary meeting with parents, the child will be allowed to return. If further instances take place, the parents will be notified and the child will be expelled from the program.

Any child who does not adhere to these “behaviour” guidelines will be asked to leave the Program. In no case shall a child be abused or allowed to abuse others. Children who seriously misbehave, or jeopardize the safety of others in the program, will be expelled from the program.

Should a parent experience difficulties with the conduct of a caregiver, the following conduct guidelines will be followed:

1. the parent(s) will contact the CAPE Out of School supervisor; and
2. there will be a meeting between the caregiver, the parent(s) and the Principal.

### **Bullying**

While there is no globally agreed-upon definition of bullying, CAPE Out of School Care teaches children that bullying is the “persistent, offensive, abusive, intimidating or insulting behaviour, abuse of power or unfair actions which makes the recipient feel upset, threatened, humiliated or vulnerable, which undermines their self-confidence and which may cause them to suffer stress”(source: bullyonline.org).

Bullying can either be overt (obvious) or covert (hidden or done on the sly). Both cases are serious and will be addressed once brought to the attention of the staff. Should staff see or suspect bullying, the situation will be addressed immediately. Parents will be asked for input about the situation and will be invited to attend meetings to address concerns and issues. Children who engage in any type of bullying behaviour will be suspended from the program for a time fitting the circumstances, and supports for addressing the behaviour will be offered. Any further instances of bullying will result in parents being notified, and the child being expelled from the program.

Should parents suspect bullying, they are to inform staff or administration immediately so that the situation may be investigated and addressed accordingly.

## **HEALTH, NUTRITION, ILLNESS and COMMUNICABLE DISEASE**

### **PHYSICAL ACTIVITY**

The opportunity for physical activity is to be provided each day. This allows children to learn about the benefits of regular exercise. Choices of physical activities will be provided in recognition of child age, ability and preference. Both indoor and outdoor spaces (as weather permits) will allow for various physical activities and will be set up as to accommodate a number of activities safely.

### **NUTRITION and FOOD ALLERGIES**

The CAPE Out of School Program will provide snacks for children who attend the program. There will be a snack/lunch time assigned, to ensure that all children have the opportunity to



consume their snack/lunch. Snacks will consist of 2 food groups. The snack schedule will be provided for parents to see.

Snack/lunch time will be monitored by the program caregiver to ensure that sufficient quantities are offered, and to evaluate the contents of the snacks/lunch in order to ensure that there is no item present that other children may have an allergic reaction to or that is unsafe to consume. In the event of a child presenting with a severe allergy to a food (ex. nuts), the food(s) may be banned from the program area. Children who bring food(s) of concern will be offered a different food in exchange and the food(s) of concern will be sent home.

### **ILLNESS and UNIVERSAL PRECAUTIONS**

Children who are ill will not be permitted to sign into the program. Should a child become ill while at the program, parents will be contacted by phone to make arrangements for immediate removal of the child from the program. When parents come to pick up the child, the staff member directly caring for the ill child will report to the parents how the program managed the child's care.

When a parent fails to arrange for the immediate pick up of the child from the program (no pick up within 30 minutes), a staff member will first contact the parent and inform them of the program's policy to then contact one of the emergency contacts as indicated by the parent. If the child is still not collected (30 more minutes), the staff shall inform the program supervisor, who will in turn contact the local child care office.

### **ADMINISTRATION of MEDICATION**

Under no circumstances may/will staff administer regularly prescribed medications, even when requested by parents. Children who require the administration of medication for emergency situations (epinephrine injectors, rescue inhalers), must have a parent-signed medication administration waiver signed. This form will be part of an emergency medical plan, which will be kept as part of the child's records. On this form, parents must supply: the name of the medication, the time of administration, indicators of emergency usage, and the dosage. A copy of this form will also be kept with the portable records.

Emergency medications must come in its original labelled container and have labelled directions for administration. These medications will either be stored in an unlocked, but inaccessible place at the program, or found on the child, as the emergency medical plan states.

If and when an emergency medication must be administered, the label directions will be followed. Parents will be notified immediately and asked to come pick up the child. The initials of the person who administered the medication will be recorded on the medical sheet along with the name of the medication, date of administration, time of administration, and dosage. This information will also be stored in the child's records.

## **SAFETY in the IMMEDIATE ENVIRONMENT**

To ensure the safety of the children at the program, an environmental safety checklist is completed daily. This checklist includes the immediate gymnasium and library areas, the kitchen, and the playground. To assist children in recognizing safe and unsafe situations, posters with guidelines and hazards will be posted in the main program areas.

## **EMERGENCY DRILLS**

Children must learn various safety practices based on the following principles:

- If the threat to safety is the building itself, then the children must safely be evacuated, and
- if the threat to safety is outside of the building and evacuation exposes the children to the threat, then lock down procedures must be followed as to keep the children separated from the threat.

The out of school program will practice each type of drill once per term. Should weather not be conducive to outside drill procedures, then an oral drill will be conducted.

## **ENVIRONMENTAL EXPOSURES and ENVIRONMENTAL SAFETY**

The safety and wellbeing of children within out of school care is our primary concern. This concern extends to outdoor environments as well as indoor. Certain precautions must be taken in accordance with seasonal hazards. In order to keep staff and children safe, the out of school program care-givers uses safety guidelines for dealing with extreme weather or temperature conditions.

## **SMOKING**

No staff, parent or visitor shall smoke on program premises, including the playground, or any place where child care is being provided. Smoking on the school premises is strictly prohibited. Should a parent or visitor engage in smoking on the premises, it is the responsibility of the child care staff to respectfully ask the parent to extinguish or relocate.

## **ACCIDENT**

All staff must have current First Aid and CPR certification. A First Aid kit for emergency treatment shall be maintained and kept readily available. Basic First Aid will be administered to any injured child, prior to contacting parents, and if need be, medical assistance.

Should an injury occur at out of school care, the parent will be notified and speak directly with the care-giver who attended the accident. Should further information be required, the parent may contact the child care supervisor.

## **PROGRAM CLOSURE**

Should the program need to be closed due to an emergency, parents will be notified in writing and by phone as soon as possible.