



CENTER LIAISON #101

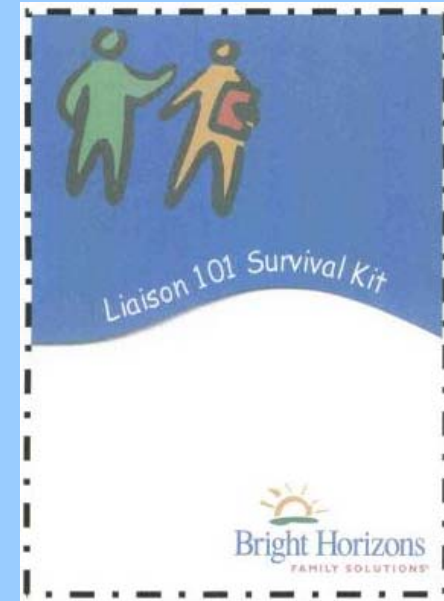
Indian Wells, CA
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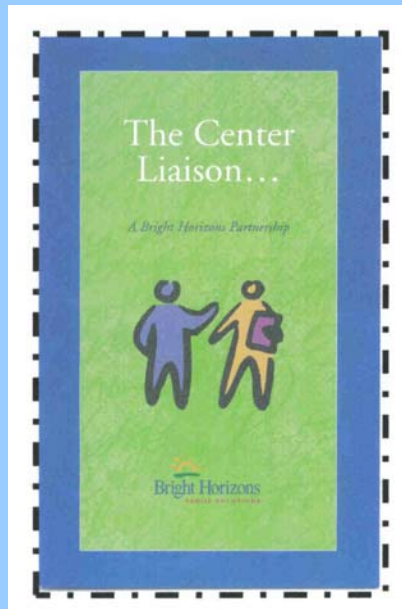
Liaison #101 – A Survival Kit

- I. To Begin With
- II. Bright Horizons/Who We Are & What We Stand For
- III. Further Role Definition & Finance Information
- IV. Life Long Journey & Supporting Program
- V. Health, Safety & Other Operations Information
- VI. Faculty
- VII. Educational



Our PARTNERSHIP

The characteristics of this relationship include some unique components, including:



- Numerous accountabilities for both parties,
- The need for on-going communication & coordination, and
- A critical need that our individual cultures are understood & mutually respected.



Some responsibilities that are relatively typical include:

- Ensuring compliance with the contractual agreements
- Serving as a communication conduit
- Reviewing & approving various issues that have an impact on employees of the liaison's organization, and



The ROLE of the LIAISON

The ROLE of the LIAISON, cont'd...



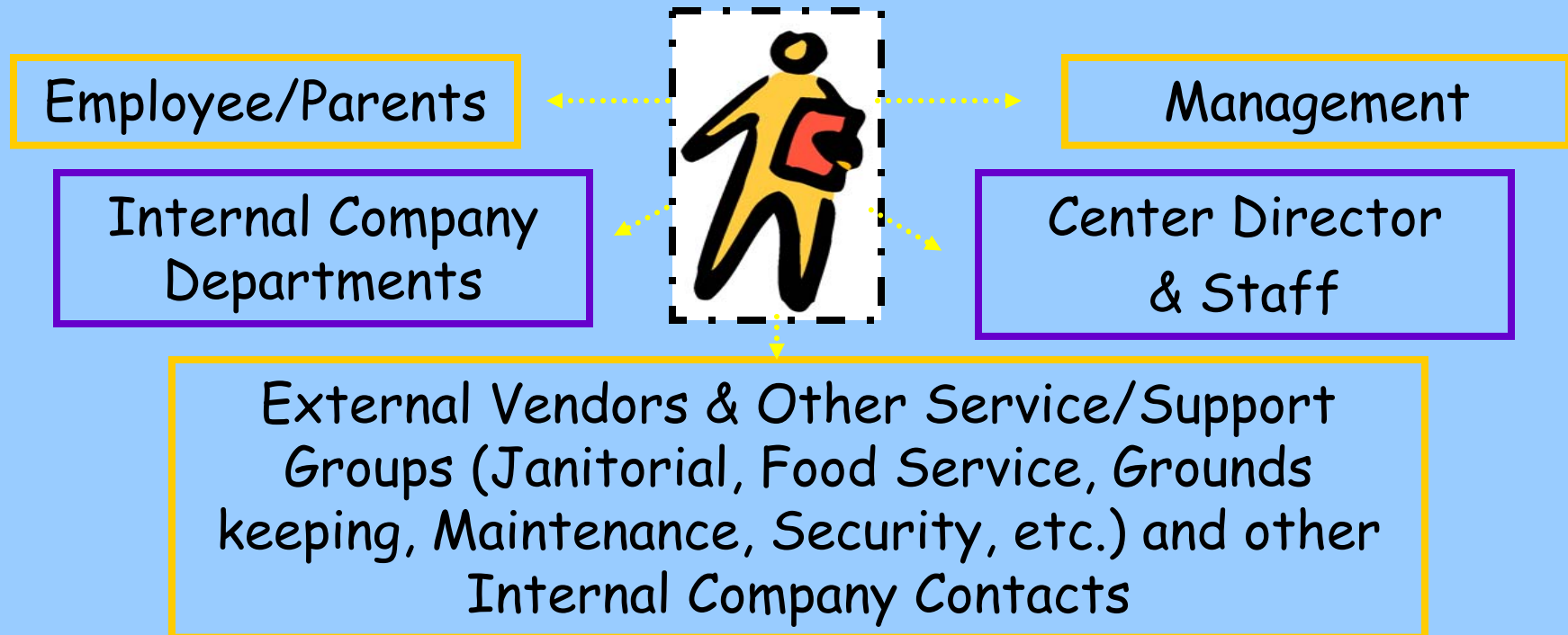
- Coordinating the interactions of Bright Horizons with other departments within the client organization that are involved in the operation of the center.
- In some instances the liaison may also serve as a team member in the design or expansion of a child care program's facility.



INTERNAL & EXTERNAL RELATIONSHIPS

(the "lessons learned" variety)

As a liaison you will interact with a variety of constituencies in very different ways. Some of my most notable examples are:



Co-EMPLOYMENT CAUTIONS

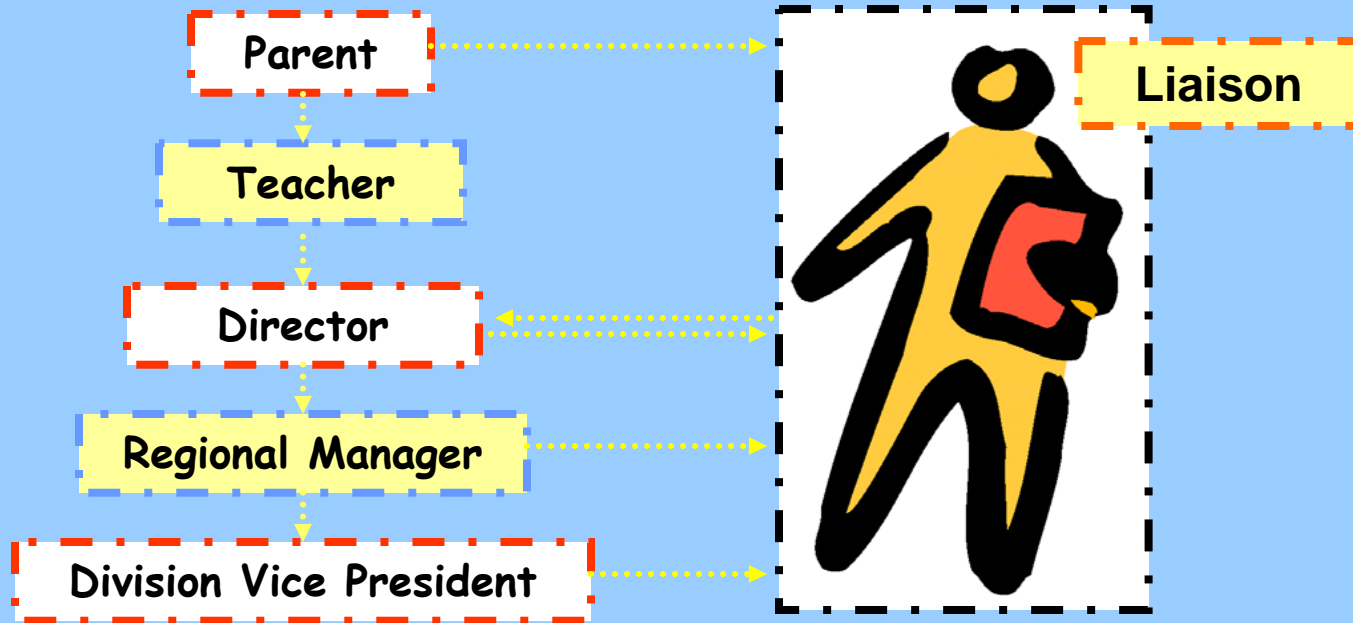
There are 20 common law factors that differentiate an “employee” from an “independent contractor”. We have found that the following two factors are particularly important to share with clients in order to avoid co-employment challenges:

- Center personnel are employees of Bright Horizons. (Therefore, Bright Horizons is responsible for hiring, evaluating and terminating these individuals.)
- Center personnel follow the policies of Bright Horizons, not those of the client organization. (If contractors are required to follow certain rules, i.e. pre-employment drug screens, Bright Horizons will work with the client organization to meet such requirements.)





Key to Resolving Parent Concerns is Managing the Process.



PARENT CONCERNS

E-MAIL PROTOCOL for PARENTS

Establish Protocol
Identifying
Appropriate &
Inappropriate Uses

Intranet/Internet



LIAISON COMMUNICATIONS

Center Director/Regional Manager can
Customize Communications with Liaison



- Frequency (weekly, monthly, quarterly)
- Vehicle (report, E-mail, voice mail...)
- Content
- Detail
- Response Time

PARENT SURVEY

- Annual Survey
 - Survey Summary/Action Plan
 - Can Be Customized - Additional Cost



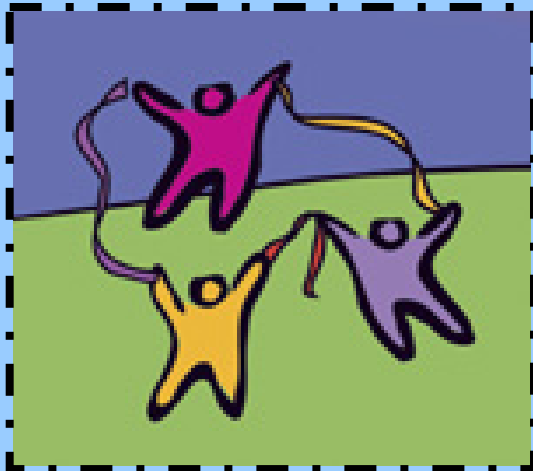
Audit Tool

Survey Summary/Action Plan

Administration

Health & Safety

Program



Self Audit/RM Audit

Follow-Up - Action Plan - Training Plan

QUALITY ASSURANCE PROGRAM

RECRUITMENT / RETENTION



Greatest Operational Challenge Company/Regional/Center Strategies -

- *Recruitment Coordinators*
- *Referral Bonus Programs*
- *Sharing Best Practices*
- *New Employee Orientation Process*
- *Foundations for Success*
- *Company Sponsored CDA*
- *Succession Planning Initiative*
- *Employee Opinion Surveys/Action Plan*
- *Awards of Excellence Program*
- *Janice Hill Memorial Award*
- *Regional/Divisional Training*
- *Better Together*
- *Job Link*
- *Bright Horizons Website (Careers)*
- *Gleason Grants*
- *Director Credential Program*
- *Tuition Reimbursement*
- *Participate in Major Industry Events*
- *Bright Horizons University*
- *Leadership Conference*
- *HEART Principle*

LICENSING

- *Minimum Standards*
- *Varies by State/Locale*
- *Required*
- *Focus on Health & Safety*
- *Total Compliance Expected*
- *Compliance Visit by Licensing Office*
- *Licensing Period Varies*



ACCREDITATION

Newly Revised Process

- *Quality Standards*
- *National Criteria*
- *Voluntary*
- *Focus on Appropriateness of Curriculum, Quality of Interactions and Qualifications of Staff*
- *Requires Substantial Compliance*
- *Validation Visit by Trained Volunteer*
- *Accreditation Valid for 5 Years*

- Establish Policy
- Enforce Policy



- Exceptions?
- Payroll Deduction Preferred
- Tuition Express

ACCOUNTS RECEIVABLE

CHILD ABUSE / NEGLECT REPORTING

Mandated Reporting

Staff Trained on Signs/Symptoms
& Reporting Process

Client Notified of Management Referrals

Operational Challenges

Managing Relationship w/ Reported Family

Managing Impact on Parent Population

Communicating Wisely



ACCIDENTS / INCIDENTS

Despite Precautions

Accidents Happen

Center Personnel Trained on Accident Management

- *Attend to Child*
- *Notify Parents/Medical Professional/Client*
- *Document Incident*
- *Evaluate Process*

Focus on Prevention

- *Monthly Health & Safety Inspection*
- *Training Videos*
- *Risk Management Department*
- *Center Safety Committees*
- *Quality Assurance Audit Conducted by RM*



Affecting Educational Programming

- Aggressive Behavior
- School Readiness & Curriculum
- Transitions
- Health Issues



OPERATIONS / KEY ISSUES

Bright Horizons Family Solutions

Resources Available To Clients...

Finance

Accounts Payable/Accounts Receivable
(staff accountants assigned to clients)
Financial Planning & Analysis
(Financial Analyst assigned to support individual clients)

Bright Horizons
Foundation for Children
(Bright Spaces, Grants, etc.)

Operations *(additional)*

Education & Training (expertise on curriculum)
Human Resources (for policy clarification, recruitment ideas, EEO concerns, etc.)

Center
Director

Divisional VP

Back-Up Solutions
(information & support
for Back-Up programs)

Client Support

Client Services (addtl services and/or sites)
Partnership Services (strategic plans for clients & liaison relationships)
Client Relations (supports successful renewal & enhancement of client partnerships)
Consulting Services (work/life issues, feasibility studies, focus groups)
Marketing & Creative Services
(Center Openings, Coordination of Press Issues, "Solutions", Client Conference & Parent Marketing)

LIAISON

VP of Partnership Services

Administration

Legal (contract development, renewals, etc.)
Risk Management (safety & liability issues)
Facilities (project development, expansions)
Purchasing (center purchases)
Information Technology (IT coordination)

Regional
Manager