



# **The Thrive Plan**





#### QUALIFYING ASSESSMENT & COMMITMENT

The Qualifying Assessment is the first step in partnership with an orphanage home. It measures an orphanage's ability to manage, to be transparent, and provide quality care.

This step only occurs once



#### THRIVE ASSESSMENT

The Thrive Assessment measures an orphanage's ability to meet the needs of its children in 15 categories called the Standards of Care, based on the United Nations Rights of a Child. Each standard is assigned a level from "surviving" to "thriving."



#### **IMPROVEMENT ROADMAP**

The IR is a guiding document for the orphanage and other partners, with outlined priorities to help the orphanage reach thriving in each of the 15 Standards of Care.



#### **CERTIFY & RE-CERTIFY**

Certification is achieved through various observations, a financial review, minimum thrive score, access to therapy, and caregiver training. Homes recertify annually to ensure standards continue to be met.



#### NEEDS BASED GRANT FUNDS

Grant funding to address needs and administrative support is made available with the regular completion of the Improvement Roadmap.



#### CHILD ADVANCEMENT PROGRAMS

Partnering with experts in the areas of Therapy, Education, Caregiver Support, and Family Placement & Mentorship paves the way to implement Child Advancement Programs. These are available based on availability of partners.



#### **REPORTS**

Reports and documentation are required of the orphanages and partners we work with so impact can be communicated to donors regularly.



### **Thrive Plan Agreement**

A Child's Hope Foundation (ACHF) has a unique approach to "Lifting Orphans from Surviving to Thriving." We are dedicated to programs that offer long-term success. Through vetted relationships and clear priorities, we help connect donors to programs that are already working. Once an initial Thrive Assessment is completed, an Improvement Roadmap (IR) is built with the orphanage leadership after reviewing the results. In order to provide children with better outcomes, orphanage leadership prioritizes initiatives and works with A Child's Hope Foundation (ACHF) to create a plan for the next six months and beyond. The result is a document that allows donors and other parties to clearly see how they can contribute to improving the environment that will allow orphaned children to thrive. Following the recommendations of the IR, the home progresses on the road to certification.

Achieving certification demonstrates the ability of the Orphanage Leadership to provide a place where children can thrive, heal, and be prepared for a joyful and productive life. For most orphanages, the certification process takes a year. ACHF is deeply committed to our orphanage partners, and we demonstrate that commitment through grants made to help achieve strategic initiatives, coordinating with a network of partners to help address needs, and building strong, ongoing relationships with orphanage leadership to provide support, coaching, expertise, and advocacy.

Orphanages that achieve certification will be recertified annually as they use the Thrive Assessment and build a new IR every six months, while providing regular reports back to ACHF. ACHF then shares that information with donors, highlighting the orphanage's progress towards their goals. A Child's Hope Foundation works as a partner with orphanage leadership to ensure that improvements are maintained and that children have the best opportunity to thrive.

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# Overview of Orphanage

### **Background**

Rancho La Hermosa Orphanage is now in its third year of caring for kids! The orphanage was born out of many years of prayer and an unwavering determination to provide excellence in care. The building of the Ranch was conducted over a period of four years, and they are one of the few fully licensed and accredited orphanages in Baja. Rancho La Hermosa continues to grow and expand with a focus on receiving more kids and changing more lives.

### Mission

Rancho La Hermosa exists to love and care for orphaned and abandoned children. They are a child-centric home where distressed children can find peace, comfort, and stability. They aim to provide a healing environment where kids can learn to thrive. The home strives to provide excellent care and nurture our kids. They focus on spiritual and physical health as well as education, nutrition, and equipping our kids for a productive life.

## What Makes Orphanage Unique?

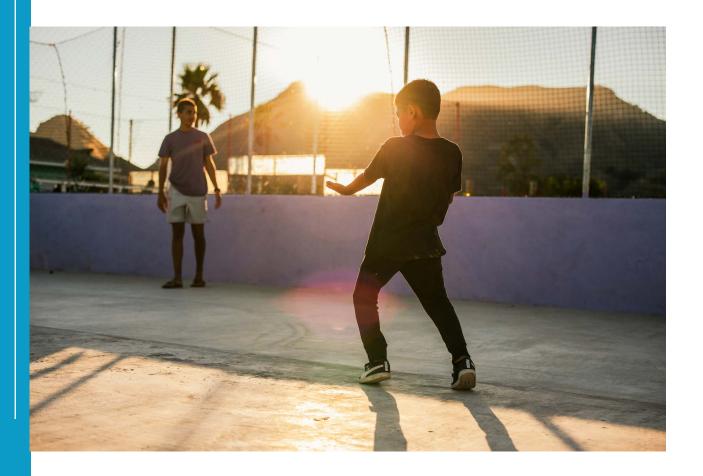
Rancho La Hermosa is a beautiful blend of Mexican and American leadership, with an amazing team dedicated to the health and well-being of the kids. They intentionally raise kids in smaller dorm groups with loving dorm parents. Each dorm has parents committed to providing stability and nurturing environment necessary for formative healing and growth.

## **Long-Term Vision**

The goal is to continue expanding facilities and staff to care for 70 children. In addition, they are embarking on building discipleship houses in town to house kids aging out of traditional orphanages. This discipleship home will provide mentoring, educational support, and care designed to launch young adults into highly productive, self-sustaining lives.

#### WHAT PIECES OF THE VISION DO YOU HOPE TO ACCOMPLISH IN THE NEXT 2-3 YEARS?

Expanding facilities and staff to care for 70 children. Open the discipleship home in town.





### **The Thrive Assessment**

#### What is the Thrive Assessment?

The United Nations (UN), an international organization, has worked tirelessly to find ways to promote a better quality of life so that all people's basic needs are met. In 1959, the UN adopted the Declaration of the Rights of the Child, which defines children's rights to protection, education, healthcare, shelter, and nutrition.

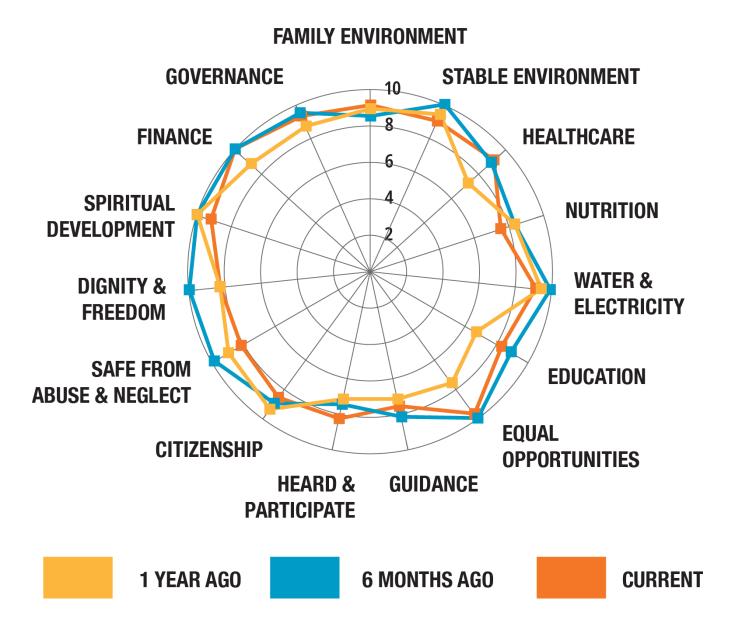
Based on the adopted declaration, The Miracle Foundation (miraclefoundation.org), a family-focused non-profit that provides resources to orphans mostly in India, codified the UN's Rights of the Child and developed a Thrive Scale, which measures how well child care facilities are able to obtain each of the rights for the children in their care. This Thrive Scale not only gives child care facility leaders a picture of how they're doing, but specific and practical steps to improve.



With permission, A Child's Hope Foundation has revised the Thrive Scale to make it adaptable for orphanages. We have codified all 12 Rights, as well as a Finance, Governance, and Human Resource standards, resulting in a total of 15 Rights of the Child used by ACHF. These standards ensure that children receive care that truly helps them to thrive, now and in the future.

The Thrive Assessment will be administered every 6 months to chart the progress of each standard. It, along with the Orphanage Improvement Roadmap and individual Child's Hope Plans, will measure and help obtain these rights for each child.

## **Current Thrive Scale for Orphanage**





### Right to Live with Family

**SURVIVING** 

**SUSTAINING** 

**THRIVING** 

Currently, Rancho La Hermosa is at the **THRIVING** level in this category. Every room or dorm houses less than 10 children of the same gender and age group. The home allows family visits, provided the family abides by the directors' rules. These visits happen in the home's church facility, where the children feel safe. The family does not visit the children's home premises. The children's caregivers work 5 days a week and get 2 days off. Although the house groups live as stable family groups, the caregivers do not receive 2+ year written commitment agreements but rather 1+ year verbal agreements. Unfortunately, the training that the caregivers receive on trauma-informed care and the traits and values of a family is very sporadic and unprofessional. The training or advising they receive is based on basic principles run by their church. Sibling groups in the home have meals in the same dining area and get to spend their free time together after meals. For Rancho La Hermosa to improve in this category, it will be necessary for directors to establish a written commitment agreement for 2+ years of service from caregivers. The home will also need to provide trainers to facilitate training on trauma-informed care, the traits and values of a family, and creating a family in an orphanage setting. Lastly, they will need to establish a caregiver plan for onboarding, training, and evaluating caregivers.

Establish a written commitment agreement for 2+ years of service from caregivers.
Provide trainers to facilitate training on trauma-informed care, traits, and values of a family and creating a family in an orphanage setting.
Establish a caregiver plan for onboarding, training, and evaluating caregiversfamily and creating



**SUSTAINING** 

**THRIVING** 

Rancho La Hermosa is currently at the THRIVING level in the category. The house rules are age-appropriate, consistent, and explained clearly to the children. This orientation is provided primarily by the dorm parents and secondly by Aleyda. The children are called by their individual names and never by a nickname or derogatory name. Family groups eat, work, and play together. Caregivers meet with a specialist to discuss behavioral strategies to effectively teach and discipline children. However, it isn't enough meeting time, according to Dave. The therapist comes once a week and is onsite from 9 am to 2 pm. During this time, her main priority is to see those children who require therapy, leaving very little time for her to meet with caregivers. The home has had difficulty retaining dorm parents, which is why their staff turnover rate is 1 out of 3 caregivers leaving yearly. The couple with the shortest time working on site has been at the home for a year and a half. Caregivers receive monthly coaching on creating a more stable, loving, and nurturing environment in their homes. The caregivers even read every night to the younger children. Caregivers engage in joint activities and play with the children under their care as much as possible, considering the children's busy schedules. For the home to continue improving in this category, the therapist must come onsite for longer periods of time or more often so that caregivers have the chance to discuss the children's behavioral issues and ways to discipline effectively. The home's leadership will also need to find caregivers committed to providing 2+ years of service to minimize the home's turnover rate and increase stability for the children.

Increase the therapist's work hours so she can meet with all caregivers and help provide
behavioral strategies

Find dedicated caregivers who will commit to providing 2+ years of service to minimize staff turnover



**SUSTAINING** 

**THRIVING** 

In this category, Rancho La Hermosa is at the level of THRIVING. About half of the children receive annual wellness checks and exams. If a child shows symptoms of illness, they are taken to see a doctor and receive regular follow-ups, as needed. The home has a pediatric physician and a private hospital identified in Rosarito, MX in case of emergencies. Fortunately, the home has its own emergency medical fund and access to a small healthcare fund provided by ACHF, which it can use if needed. All of the children receive and have documentation of their vaccinations. All doctors' records are updated in the children's files as they're received. The adolescent girls in the home are taught about their menstrual cycle, have access to sufficient feminine hygiene products, and receive instructions about proper disposal. All children are reminded to always wash their hands with water and soap, readily available near all dining areas, toilet facilities, and nursing areas. The children brush their teeth at least twice per day. Proper measures, training, and treatment plans are in place for the 3 children in the home who have special needs. Although the home has these three children, the director expressed that they cannot accommodate more severe cases but can help with children with moderate or limited special needs. Children with urgent needs in orthodontic treatment are not being treated currently, and there is the case of Vanessa, who needs lots of dental work. To advance in this category, the home must provide annual vision and dental exams to 100% of its children. The home leadership will also need to address Vanessa's dental needs as they are not only aesthetic but causing functional difficulties.

- Annual visual and dental exams to 100% of the children
- Address Vanessa's dental needs



**SUSTAINING** 

**THRIVING** 

Rancho La Hermosa is currently at the SUSTAINING level in this category. The children receive the proper amount of caloric intake daily, including protein. In regards to fruit and vegetables, Dave mentions the children are close to receiving 2-3 servings per day, but not quite there. While many fruits and veggies are available, it is sufficient to meet these daily servings. Food is prepared hygienically and is appetizing and tasty. The kitchen, dining, and food storage areas are free of toxic substances, and the home always addresses pest control issues. The cooking area is also well-ventilated. For Rancho La Hermosa to advance from Sustaining to Thriving, it will be necessary for the home to receive the support of a nutritionist to ensure children are receiving appropriate nutrients daily. The cooks must also be trained annually on food safety and preparation. Lastly, the children need to receive 2-3 servings daily of fruits and veggies. Rancho La Hermosa is currently at the Sustaining level in this category. The children receive the proper amount of caloric intake daily, including protein. In regards to fruit and vegetables, Dave mentions the children are close to receiving 2-3 servings per day, but not quite there. While many fruits and veggies are available, it is sufficient to meet these daily servings. Food is prepared hygienically and is appetizing and tasty. The kitchen, dining, and food storage areas are free of toxic substances, and the home always addresses pest control issues. The cooking area is also well-ventilated.

For Rancho La Hermosa to advance from Sustaining to Thriving, it will be necessary for the home to receive the support of a nutritionist to ensure children are receiving appropriate nutrients daily. The cooks must also be trained annually on food safety and preparation. Lastly, the children need to receive 2-3 servings daily of fruits and veggies.

	Obtain the support of a nutri	tionist to ensure children	are receiving appropriate nutrients	daily.
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- П Train cooks annually on food safety and preparation.
- Serve the children 2-3 servings daily of fruits and veggies



**SUSTAINING** 

**THRIVING** 

Currently, Rancho La Hermosa is at the **THRIVING** level in this category. The facility gets inspected annually through DI audits performed by Civil Protection. Thus, the facilities are up to code with local government requirements. The home has consistent and reliable water that is safe to drink, and children have access whenever they need to drink. They also have a safe disposal method for sewage and wastewater that doesn't contaminate their drinking water source. The home has a part-time maintenance person available to address the ongoing and preventive needs of the property. With so many people living under the same roof, things are prone to break, and luckily the home can address most of these situations with this maintenance staff member. In the case of a power outage, the home has a generator as an alternative power source so it can continue functioning as normal. Because the home relies primarily on solar power, they have found it necessary to use the generator weekly and sometimes daily. For Rancho La Hermosa to continue improving in this category, the home must create an annual written plan to address property maintenance. They will also need to replace eight batteries per station for their solar panels at \$450 USD each.

Create an	annual	written	plan to	address	property	y maintenance.

<sup>☐</sup> Replace 8 batteries per station for their solar panels, at \$450 USD each



In this category, Rancho La Hermosa is currently at the level of **SUSTAINING**. Every child in the home is enrolled in public school and can attend 80% or more of the time. The home has access to wifi and computers for the students. However, they still struggle with their internet source. Only 6 older teens have received instruction on how to use the computers because they have assignments that involve using the device. The children have been evaluated in an Educational Center that assesses their current level of reading, writing, mathematical processing, and learning. This allows their tutors to identify which area each child needs more support in. When the children arrive home from school, they receive group tutoring sessions from 1 pm to 3:30 pm. The tutoring is based on aptitude and where the children are in academics, with the tutors working on helping the kids improve. There is currently a plan to help the children reach their corresponding academic level and literacy. Aleyda, the on-site director, and the tutors discuss the children's grades and make plans for them to progress. The home is building its at-home library, and the kids currently have 75+ books they are encouraged to read. Currently, no funding or housing is available for older children to pursue additional education. However, the directors recently purchased a piece of property within walking distance of their community church, where there's a plan to build two homes for young adults, one for young women and one for young men. They refer to this project as the "Mentoring Home," where the young adults will receive life skills training, vocational training, and other training to help guide them toward the career path of their choice. In this category, for Rancho La Hermosa to advance from Sustaining to Thriving, the home will need to find qualified evaluations to identify children with learning disabilities. They will also need to seek support for funding their Mentoring Home project, which can provide housing for children who desire additional education after their time in the orphanage.

П	Find	qualified	evaluations	to identify	/ children	with	learning	disabilities
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Seek support for funding the Mentoring Home project

### Right to Equal Opportunities

**SURVIVING** 

**SUSTAINING** 

**THRIVING** 

Currently, Rancho La Hermosa is at the **THRIVING** level in this category. The children have a dedicated space for their own personal items like pictures, letters, belongings, art, and much more. Children with disabilities also have everything that the rest have, including reasonable accommodations, access to therapy, and continuous follow-up. The children who are over or underweight are consistently monitored with special dietary accommodations based on their needs. For children who need glasses or other similar needs, efforts are made to provide the necessary items or accessories. All of the children have the same opportunities to develop with their education. There is also scheduled time for the children to participate in extracurricular activities such as dance classes, music classes, and playing on a soccer team in town. Adults in each family group serve as role models and are available to guide the children. For Rancho La Hermosa to maintain at the Thriving level, the home will need to develop a transition plan that offers adolescents the same opportunities regardless of gender, handicap, or family history, which will help them transition into independent living situations.

☐ Develop the Child Hope Plans for children 15+ years old



**SURVIVING** 

**SUSTAINING** 

**THRIVING** 

Rancho La Hermosa is currently at the **SUSTAINING** level in this category. Children in the home are taught to be respectful. With adolescents, a trusted person discusses changes associated with puberty and helps prepare them well in advance. Teens are also guided in their self-discovery and self-expression and have constant access to support when dealing with common, difficult subjects. Children over 13 have received guidance related to responsible sexual behavior through a very organic relationship-based approach. A conversation is brought up naturally, and the topic is discussed, but it is not curriculum based. The children are allowed to meet with the therapist every month or more frequently when possible. However, the director feels they are very limited in their sessions and would like the therapist to come for longer or more often. While the home currently does not have a structured plan for training topics, leadership is aware that they must have a plan to raise the quality of care caregivers provide for the children. For Rancho La Hermosa to go from Sustaining to Thriving in this category, the directors will have to increase the therapist's work hours on-site to see all children and caregivers for a reasonable amount of time. The home leadership will also need to develop Child's Hope Plans for children 15 and older to address more areas of this category.

crease the therapist's work hours in order to see all children and caregivers for a reas	sonab	le
mount of time.		

☐ Develop Child's Hope Plans for children 15+ years old.



SURVIVING SUSTAINING THRIVING

Rancho La Hermosa is currently at the **SUSTAINING** level in this category. The children of the home are given the option of deciding what they'd like to do in their free time. They're also given the liberty of participating in menu planning. The director reports this is as simple as children saying, "I'd like pancakes for breakfast," and the request is fulfilled or considered for the next breakfast meal. A physical menu is not provided for the children to see, but they are always aware of what they'll be eating for the day. Suppose there is a case of any child undergoing a medical procedure or checkup. In that case, they are always allowed to ask questions before the appointment, thus preventing potential traumatic situations for the child. There are currently no individual development plans for children, nor is the home aware of all of the children's aptitudes. However, they have tested or created plans for about 50% of the children. There are also smaller leadership roles where the children can take the initiative, like volunteering to recite a bible verse before a meal, leading some devotional time, and giving thanks through prayer for their meal. For Rancho La Hermosa to progress in this category, the leadership of the home needs to begin implementing Child's Hope Plans and creating child committees to encourage additional leadership roles amongst the children.

Ш	Develop	Child's Hop	pe Plans to	or children	15+ years	oia.

<sup>☐</sup> Implement child committees to encourage more leadership amongst the children.

# Right to Be Prepared for Citizenship

**SURVIVING** 

**SUSTAINING** 

**THRIVING** 

Currently, Rancho La Hermosa is at the **THRIVING** level in this category. Almost 100% of the children have their birth certificates on file. The only exception is when DIF brings in a child with no file or documents. The home stays on top of this issue, however, as birth certificates are a requirement to enroll children in school. Therefore, the home works to obtain a birth certificate almost immediately for the child upon arrival. The children are taught how to make restitution for wrongdoing. The home has a reward system that is administered weekly, and when children demonstrate responsible behavior and kindness, they earn tokens and can turn them in for toys, candy, treats, or other small prizes. Children have personal responsibilities like age-appropriate chores to accomplish daily, and the different dorm groups are responsible for a certain area of the property for cleanup. The home observes national and local holidays, with their favorites being Kid's Day (Dia del Niño) and Christmas. Children are aware of what is happening in their community and environment and are invited to ask questions if they have doubts about what is happening. Depending on the situation, the children can vote on different matters, like what movie to watch or what snacks to eat, but adults can also intervene and decide. On a relational level, kids over 15 have a mentor who teaches them life skills like making a grocery list and shopping, ordering at a restaurant, etc. To maintain this level of thriving at the home, the current strategies for helping prepare children for active and responsible citizenship should be continued.

☐ Continue with current strategies



#### Right to Be Safe from Abuse & Neglect

**SURVIVING** 

**SUSTAINING** 

**THRIVING** 

In this category, Rancho La Hermosa currently stands at the **SUSTAINING** level. The children all have private bathing facilities, using the toilet, and getting dressed. The home also has separate sleeping facilities based on age groups, gender, and government regulations. For the children's protection, there is also a policy that no adult can be left alone with any child, and visitors are notified. In terms of security with the neighboring community, the directors have addressed the need to put up a chain link fence around the home's perimeter. The caregivers and directors conduct training exercises at least once a year with all household staff on the subjects of violence and abuse prevention, positive parenting, alternatives to corporal punishment, and the detection of abuse. For Rancho La Hermosa to advance from Sustaining to Thriving in this category, the home needs to have an established process for checking the background of staff and frequent visitors. The therapist will also need to implement intake assessments to determine a child's need to work through trauma and receive counseling.

- ☐ Establish a process for background checks of staff and frequent visitors.
- ☐ Implement intake assessments for the therapist to determine a child's specific needs for counseling.



**SURVIVING** 

**SUSTAINING** 

**THRIVING** 

Rancho La Hermosa is currently at the **SUSTAINING** level in this category. Every child in the home has their own bed and all of its accessories, their own hygiene products, clothing, and undergarments in sufficient quantities. The children bathe daily and have more than one clean personal towel to dry off. The home has a safe and adequate outdoor play area appropriate to all ages and age-appropriate toys. Children know the consequences of wrongdoings and know that there are always ways to rectify them. The directors, caregivers, and staff encourage the children to be kind to one another and teach that belittling and bullying must be corrected. The home meets all the security protocols required by authorities. The collaborators of the home have been trained in fire fighting, use, and handling of fire extinguishers, search and rescue, evacuation and protection. The children have the opportunity of doing extra work or chores around the home to earn privileges but not an allowance. Unfortunately, the teens at the home aren't allowed to work in the community because the nearest town to them is very far away, and the commute for the teens could become risky.

☐ No steps are needed at this time.



**SUSTAINING** 

**THRIVING** 

In this category, Rancho La Hermosa is at the **THRIVING** level. One of the cornerstones of Rancho la Hermosa is the education and spiritual development of children. In this area, children can actively participate within a Christia community that has, directly and indirectly, supported the home since its creation. The children participate in community prayer, spiritual rituals, reading the Bible inside and outside the home, and attending Sunday school. The pastors of this church are very close to the home, and together with Aleyda, the children are taught about God and religion. At home, they are taught about good and evil and how to remedy or compensate for their wrongdoings. The children go into prayer and meditation in the home's multipurpose room. A church member occasionally comes onsite to preach to the children, but they don't have a church or chapel on the property. Rancho la Hermosa should continue reinforcing spiritual development through the strategies already being applied to continue thriving in this category.

Continue with current strategies



**SURVIVING** 

**SUSTAINING** 

**THRIVING** 

Currently, Rancho La Hermosa is at the **THRIVING** level in this category. Aleyda, together with Dave, has designed a financial review and management system that has been very effective. On a weekly basis, they have work meetings to record and review 100% of their income and expenses. Aleyda keeps and manages the files of notes and receipts every month, and together with Dave, they reconcile their bank account. All of these records, files, and documentation of expenses are available for review upon request. They have also hired two certified accountants, one in the US and one in Mexico, to validate their books and records by local and national laws. The home also has a professional bookkeeper as of a few years ago. Directors and leadership have established administrative measures necessary to minimize the misuse of resources. They are also committed to showing their donors in a transparent way the use of the donations they receive. The home operates within a budget, including detailed plans for major expenses.

☐ Continue with current strategies

## Governance and Human Resource Standard

**SUSTAINING THRIVING SURVIVING** 

Rancho La Hermosa is currently at the **THRIVING** level in this category. The home has documentation that proves the property where the home is built belongs to the organization and is intended only to provide accommodation to children in situations of abandonment. orphanhood, or foster care. Therefore, any construction or improvement that is made to the property can only be for the benefit of the children. The home has all the needed permits and licenses for operation. The staff has been trained in security and civil protection topics, as well as first aid and the care of sick children. The caregivers attend medical and hygiene training sessions annually. The home has an active board of directors that meets biannually. The home leadership also abides by vacation and leave policy for all staff, as well as maintains employee files that are stored in a secure location. For Rancho La Hermosa to continue Thriving in this category, the caregiving staff must attend annual training sessions on attachment and child development. Training also needs to be provided to staff on the importance and practical ways to facilitate child participation.

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Training all staff on the importance and practical ways to facilitate child participation

# **Strategic Initiatives**

#### LAUNDRY STATION

PROJECT SUMMARY	The home is currently using a large diesel generator to do laundry, as the facility runs on unreliable solar power, and have found they are spending way too much in fuel. The plan is to build an existing storage room with drains, water, power, and gas. There can be 3 washing machines and 3 dryers set up in this space. The home would like to hire a local staff member to quickly do the work and then eventually purchase larger commercial machines (regular machines don't last long).
INITIAL ANTICIPATED COST	\$5,000 - \$10,000

#### **FINALIZE LIBRARY CONSTRUCTION**

PROJECT SUMMARY	The director would like to finish the library that is currently in its final stages of construction. They have an amazing book plan to stock the library and encourage reading among the kids. Now that visitor season has slowed down, they are having trouble finishing the final pieces of construction. They plan to hire local construction workers to finish this project. Work to complete the project:  1. Electrical 2. Drywall 3. Two doors 4. Lights 5. Wood shelving 6. Paint
INITIAL ANTICIPATED COST	<\$5,000

