

A young girl with dark hair, wearing a white t-shirt with a red butterfly graphic and the word 'PRINCES' and a pink and white plaid skirt, is sitting on a concrete surface. She is using a piece of light blue chalk to draw on the ground. She has several colorful bracelets on her right wrist. In the background, another child is partially visible, also drawing.

# Casa Hogar La Gloria

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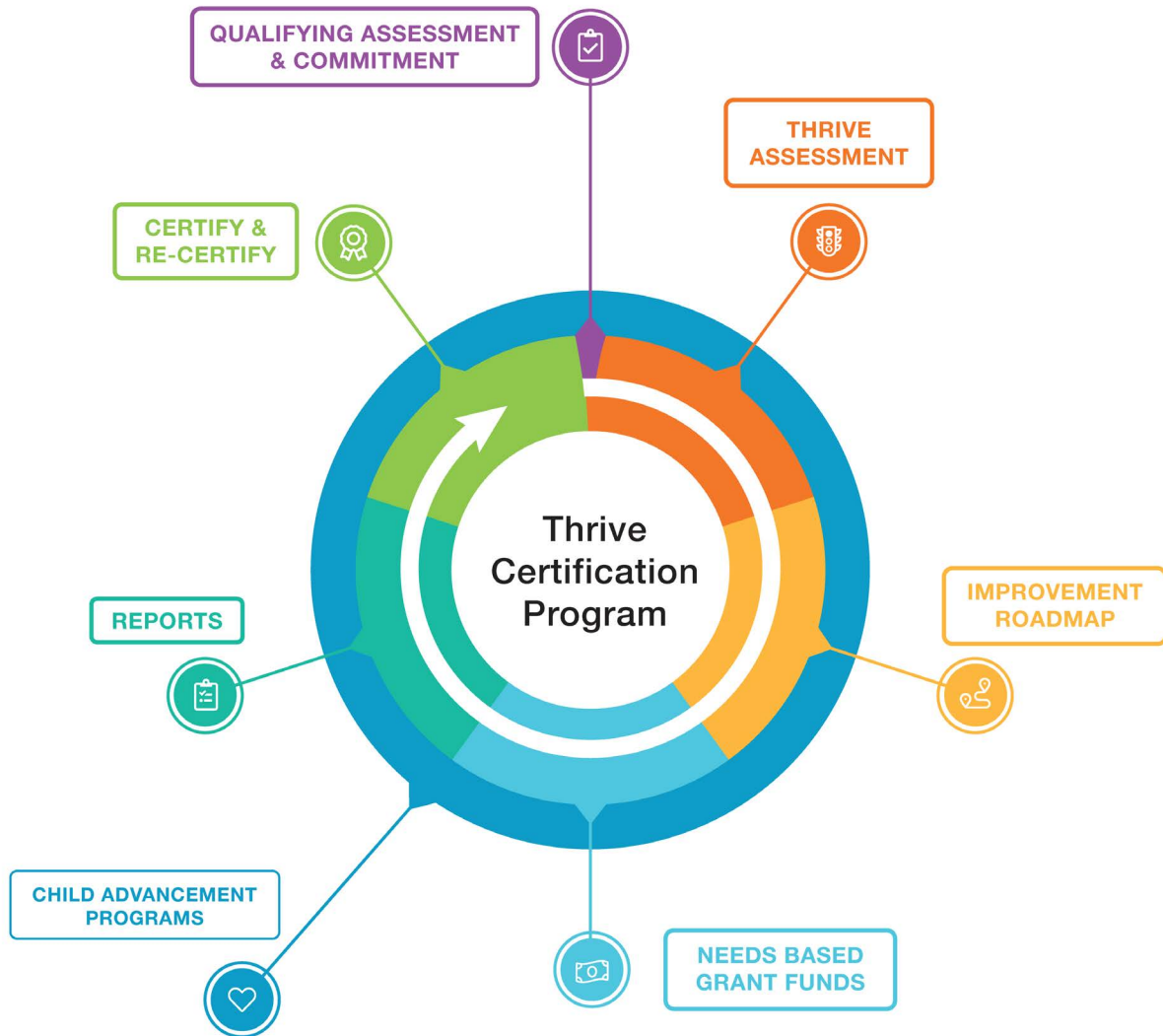
Baja

# IMPROVEMENT ROADMAP

October | 2022



# 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.*



## 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.



## 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."



## 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

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## Background

Casa Hogar La Gloria, A.C. was founded by Guadalupe and Guillermo McFarland who visited a home that housed abandoned children and elderly volunteers while doing community service in early 1976. Seeing the precarious conditions in which these individuals were living, they took on the task of channeling the elderly to different nursing homes for proper care and began working to improve the living conditions of the children. They formed the first board of trustees made up of friends and volunteers who took the name Hogar Infantil La Gloria. Due to the scope of this project, the financial sponsorship of the Order of Augustinian Fathers of San Diego was sought. On March 18, 1987, after establishing a stable facility and financial resources to support the home, the articles of incorporation were notarized and the board of trustees was legally formalized.

In subsequent years, the efforts of these dedicated individuals and the growing number of benefactors and volunteers supported the consolidation of the home. However, in 1996 a short circuit in the children's dormitories caused a fire, resulting in the loss of the dormitories. Thankfully, the children and staff were in the movie theater at the time and no one was injured. With the help of the board of trustees, volunteers, and the community, new dormitories along with safer electrical installations were soon installed. The facilities and support for the children continue to improve. In 2004, the board of trustees decided to change the profile of the children they served from voluntarily surrendered children to those housed in a government institution, mainly children who are dependent on the Integral Development System for the Family (DIF). The purpose of this change was to better support the government in the care of vulnerable children.

In 2014, due to administrative issues, the home changed names from Hogar Infantil La Gloria to Casa Hogar La Gloria A.C. Although the home has the capacity to house up to 32 minors, they presently care for 21 children and adolescents in vulnerable situations who are under the guardianship of DIF.

# Mission

**Mission:** To provide protection to each child, adolescent, and youth under the care of Casa Hogar La Gloria, A.C. Additionally to develop activities and services that lead to improvement and promote their wellbeing and development for integral growth.

**Vision:** To facilitate the healthy development of the children in our care and to generate their security and confidence in their present and future.

## What Makes This Orphanage Unique?

Casa Hogar La Gloria is an association that has the conviction to provide every child that enters the home an opportunity to improve his/her future as much as possible. They will strive to provide him/her with the care, security, and affection necessary to promote his/her integral development.

## Long-Term Vision

A stable care program focused on the integral development of the child.

Trained personnel to care for children

Safe and regulated facilities.

Economic solvency to continue supporting the children.

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

To have and maintain the license of operation of Casas Hogar.

To have a schedule and execution of training for the personnel.

To have a developed, documented, and implemented childcare program.



# 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](http://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.

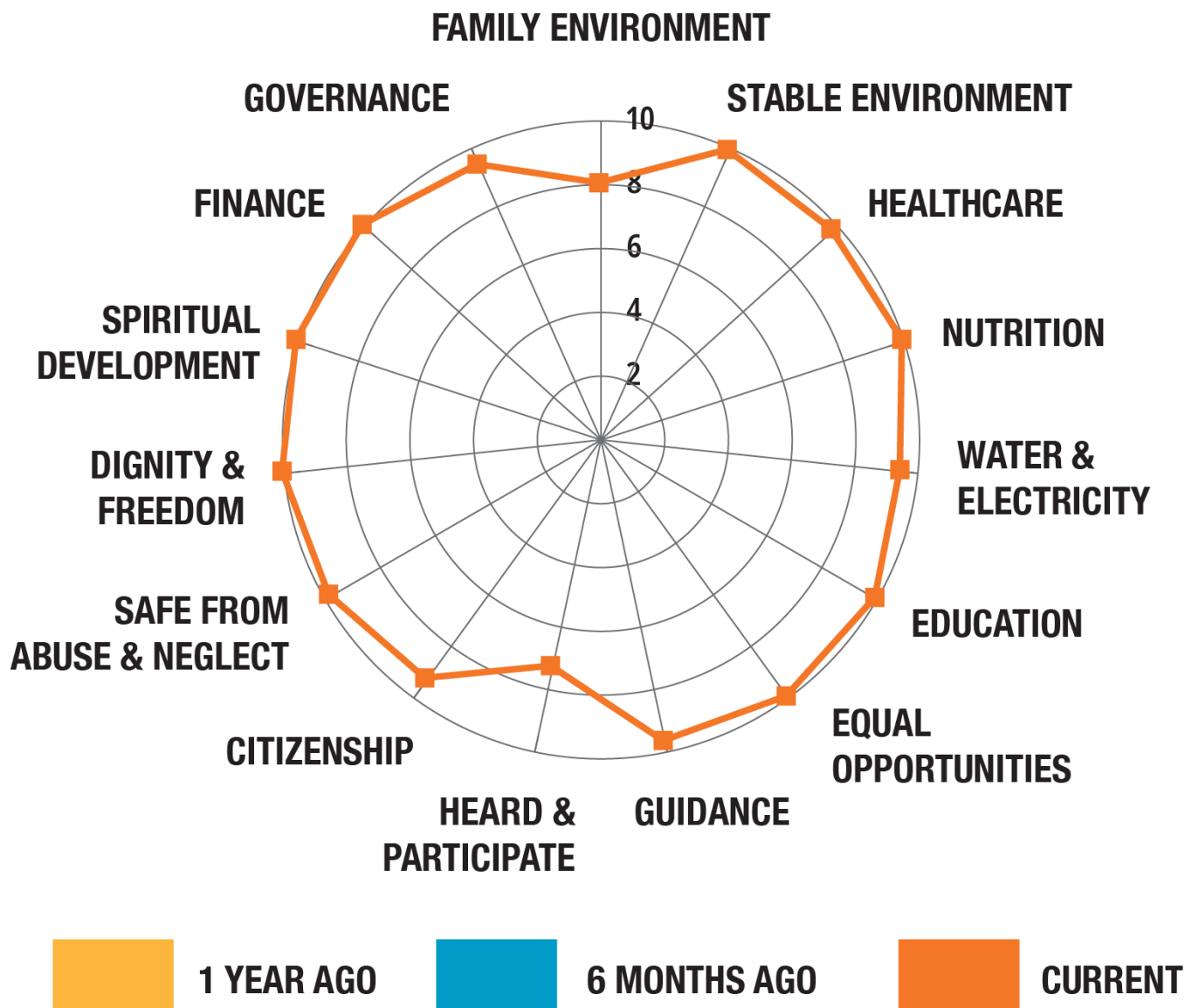


With permission, A Child's Hope Foundation has revised the Thrive Scale to make it adaptable for orphanages. We have codified all 12 Rights, as well as a Finance, Governance, and Human Resource standards, resulting in a total of 15 Rights of the Child used by ACHF. These standards ensure that children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

Casa Hogar La Gloria is at the **SUSTAINING** level within this category. The home currently has a population of 21 children, with 6 boys, 6 girls, 8 infants, and 1 youth. The home promotes family visits as long as they are approved by DIF in advance, and they do so on a weekly basis. At Casa Hogar La Gloria, brotherhood and family ties are encouraged. They offer a space with quality and warmth in which groups of siblings eat and spend time together on a daily basis in an unstructured way to promote bonding and help them feel more part of a stable family.

The caregivers have ongoing training on child boundaries, developmental stages, and crisis intervention. They have also received information on trauma-informed care as well as been given instruction on family traits and values and creating a family in a group home setting. All of this is done in order for caregivers to provide better care and service to the children. At the moment, caregivers have not been evaluated on a quarterly basis by a certified specialist on the standard of care they are providing to the children. The home does have an established process for the hiring, training, and evaluation of the caregivers.

- ☐ Have a training plan in place for all staff and equipment in the home that includes childcare issues, values, and family traits in a home environment.
- ☐ Implement a training program on crisis and trauma care for all direct care staff and directors.
- ☐ To have the support of a specialist in the child care standard who evaluates direct care staff on a quarterly basis.



## Right to a Stable Environment

SURVIVING

SUSTAINING

THRIVING

In this category, Casa Hogar La Gloria is at the **THRIVING** level. The rules of the home are clear, consistent, and explained to the children according to their age and level of understanding. Consequences for infractions are based on positive discipline. Children are called by their preferred name and never by demeaning nicknames by caregivers, staff, or other children. Maritza is a special case who lives in this home. From her early childhood, specialists had no favorable prognosis for her due to multiple physical and mental health conditions. However, she has been integrated into a school for children with autism despite not meeting 100% of the criteria for autism. Through this opportunity, she has achieved things that were previously thought impossible. Staff at the home note that she is overcoming her limitations and integrating favorably into the activities of the school and is now the most independent child that they have in the home.

There is little or no turnover of caregivers, which allows for greater emotional stability of the children and supports a family environment. Caregivers meet with the director and assistant director to identify needs, receive guidance, and discuss behavioral improvement ideas that will help them effectively teach and discipline the children. They also receive guidance on how to create a more stable, loving, and nurturing environment. The caregivers have three days off, and when there is limited capacity or a vacation period, they coordinate to cover this time. For their part, the caregivers play continuously with the children and have traditions that are carried out together by everyone living in the home on a weekly or monthly basis. One example is when one of the children has a birthday, they are woken up by singing “las mañanitas” and a cake is cut. Also, there are special prizes for those who fulfill their school and cleaning chores (tacos, going to the Oxxo, buying their own bread, dessert, chips, Sunday spa day, sleepover, going to the store, etc).

- ☐ Bring caregivers together at least once a month with a specialist to discuss behavioral ideas that will help them effectively teach and discipline the children and ensure that these strategies are put into practice.



## Right to Healthcare

SURVIVING

SUSTAINING

THRIVING

The home is at the **THRIVING** level in this category. Health care for the children has been one of the greatest areas of importance for this home. On an annual basis, all children are taken for health check-ups and examinations, vaccinated on schedule, and have their immunization records updated. In addition, children receive dental treatment every six months and children who wear glasses receive the necessary follow up. Appropriate measures, training, and treatment plans have been implemented for children with special conditions. Furthermore, each child has a medical file that includes medical history, growth measurements, incident reports, and medical treatment for specific illnesses. The home has a designated pediatrician and hospital for any health situation that may arise.

Inside the home, soap and water are available near all dining areas, toilets, and nursing areas. The caregivers encourage the children to wash their hands continuously. The children brush their teeth three times a day. Adolescent girls have the necessary personal hygiene products available and easily accessible. The nurse also explains the process of their monthly cycles, what to expect, how to take care of themselves, and how to use and dispose of hygiene products correctly. Babies' diapers are changed as needed. Children are checked daily when combing their hair to identify lice and if they are found, the appropriate treatment is provided according to the severity of the infestation to prevent contagion. The home has two fully stocked first aid kits, one of which is located in the infirmary area and is fully equipped. The home has a fund for medical emergencies and every fifteen days this fund is requested from the board of directors. This is mostly used to cover expenses for controlled medications (mental health) and assessments for the children, both for consultation and treatment. DIF supports them on an ongoing basis with medicine for special cases. In addition to this support for medical expenses, the director looks for opportunities to cover medical costs by reducing her expenses in other household needs.

- ☐ To have an exclusive budget for emergency medical expenses, without affecting the home's current operating budget.





## Right to Nutrition

**SURVIVING****SUSTAINING****THRIVING**

Casa Hogar La Gloria is currently at the **THRIVING** level in this category. All the children receive an adequate amount of calories per day and receive appetizing and tasty meals that are prepared in a hygienic manner. Chicken, vegetables, fish, red meat, tuna, milk, and dairy products are included daily. Additionally, they receive 2 to 3 servings of fruits and 2 to 3 servings of vegetables daily. The menus that they manage in this home are attached to a healthy, varied, and sufficient food model, which was created by a health institution and is endorsed and reviewed by a nutritionist expert. They also receive help from a nutritionist who verifies that the children are receiving sufficient nutrients on a daily basis.

The kitchen, dining, and food storage areas are free of toxic substances and pests. Within these areas, small bottles of liquid can be found for cleaning the tables and kitchen areas. The home has a regular fumigation program that is carried out every month or month and a half. The kitchen and cooking areas are well-ventilated. The kitchen staff have also been trained annually in food safety and preparation by the Create Purpose organization.

- ☐ Maintain the current best practices in this area and continue to train kitchen personnel.



## Right to Clean Water and Electricity

SURVIVING

SUSTAINING

THRIVING

Currently, Casa Hogar La Gloria is at the **THRIVING** level in this category. The home's facilities were inspected by firefighters seven months ago and no risks were identified. They are in compliance with local authority requirements and codes as well. There is an internal civil protection plan, but it has not yet been approved for revalidation. There is an emergency plan in case of fire, flood, loss of water, or loss of electricity. There is also a small generator in case of a power outage. Safety issues have been addressed and the facilities are safe and able to withstand rain and wind. Currently, a perimeter fence is in the process of being built that will not only enclose the property but also increase the safety of the home and the children. The home has water that is safe to drink, free of bacteria or contaminants, and is easily accessible for the children to drink.

At this home, there are available, qualified, and reliable maintenance personnel to address the ongoing and preventative needs of the property. There is a written logbook to address the maintenance of the property, however, it is not kept updated on an ongoing basis. Each bathroom and living room has at least one working light bulb. The house has sufficient drainage that does not contaminate the drinking water supply. Sink faucets and shower heads in the children's bedrooms are in good condition, except for two showers that are damaged. The outdoor facilities are well-lit to enhance children's safety. The electrical infrastructure is sufficient for electrical needs and is safely connected. Maintenance of light bulbs, electrical outlets, and wiring is performed on a regular basis. On numerous occasions there have been water leaks and flooding in different areas of the home due to old plumbing installations including pipes built with obsolete materials such as mud. This situation poses a major challenge for the home since they do not yet have a plan for improving these water installations.

- ☐ Create a plan to address the water installations in order to know where pipes are and easily identify the source of the problem when leaks occur.
- ☐ Address corrective and preventive maintenance needs and record work properly in the logbook.
- ☐ Replace the two damaged shower heads.



## Right to Quality Education

SURVIVING

SUSTAINING

THRIVING

This home is currently at the level of **THRIVING**. School-age children attend school on a regular basis. At the home, there is a teacher who supports the children throughout the week from 7 am to 6 pm and provides a personalized tutoring session at least once a week to each child. Children 7 years and older are able to identify and articulate the sound of each letter of the alphabet. Children 11 years and older are able to read and write at least at the third-grade level or above. All children 9 years and older are assessed and can perform basic addition, subtraction, multiplication, and division operations. In reading, the children are supported to develop skills according to their level of comprehension. Periodic activities are carried out with children who are not yet school age so that they reach their developmental goals and are prepared for school. To identify children with learning disabilities, the home's teacher evaluates them through the Portage guide. When a child with a low IQ is detected, material is prepared according to their level of understanding to help them increase their comprehension and knowledge. The teacher discusses grades and progress with each child on a weekly basis while the director and assistant director provide follow-up support. Currently, the children have computer classes that have helped improve their technology skills significantly. The children read for 20 minutes daily, and the younger children are read to using age-appropriate reading techniques. The home has a variety of age-appropriate books in Spanish that are available and easily accessible to the children, as well as developmentally appropriate supplies, toys, and materials.

At the moment, the home does not have funding or housing available for the boys who come of age and seek to further their education after their time at the home. However, they have formed an alliance with another local organization that helps support male young adults, at which point they have the opportunity to transfer to this other home. With the support of a volunteer host family, they have also been able to integrate one young man into a supportive family environment for his transition to adulthood.

- ☐ Maintain the current best practices in this area and document processes for future reference of success.



## Right to Equal Opportunities

SURVIVING

SUSTAINING

THRIVING

Casa Hogar La Gloria is at the **THRIVING** level in this category. Children have a designated space for their personal items and receive the same opportunities to develop their education regardless of gender, intellectual condition, or disability. At the moment, there are no extracurricular activities since the children are involved in various activities at the home throughout the day. Children with disabilities have special adaptations, including access to the necessary support in supplies, revisions, school, outings to the playground, and socialization with the rest of the children so that they have everything they need to strengthen their development.

This home has a transition plan for adulthood that includes independent living. Such is the case of two young people who had the opportunity to continue their studies and develop their full potential by being integrated into foster families in the community. In these two cases, both the director and the assistant director have been in charge of guiding and providing the necessary support to create the independence plans. Additionally, they follow up weekly so that the young people have a network of support that includes the children's home they lived in. The caregivers act as role models and are available to guide the children. In general, all the staff are available to assist the children when they have any questions or doubts on a daily basis.

- ☐ Maintain the current best practices in this area and document processes for future reference of success.



## Right to Guidance

SURVIVING

SUSTAINING

THRIVING

In this category, Casa Hogar La Gloria is at the **THRIVING** level. Children are taught to be respectful of each other as well as adults, while maintaining a sense of harmony and coexistence. They are also given the opportunity to meet with a therapist privately outside the home. In addition, a psychologist comes to the children's home once a month to provide training for the children and/or caregivers. Currently, 12 children attend therapy with some going every week and others every 15 days.

The home has a job profile for when they look for new caregivers, which describes in detail their roles and responsibilities. Caregivers are evaluated by the director and assistant director to determine if they are quality mentors for the children. They are evaluated and given feedback based on observation of their interactions with the children at key times such as play time, homework time, and other unstructured daily interactions. However, these evaluations are not recorded in their personnel files, so leadership has identified this as an area of opportunity in the staff development process. Important incidents that merit an administrative record are documented. The assistant director discusses changes associated with puberty with adolescents and prepares them well in advance. At this home, caregivers receive training on an annual basis on how to model, teach, and reinforce skills and behaviors with the children. Adolescents over the age of 13 have received education related to responsible sexual behavior, but the information is very general since they receive it at school. In the group home, these topics are reinforced by reiterating personal boundaries, informing them how to take care of their body, and teaching what is or is not appropriate in order to express affection. There is no documented life skills program in which the children can participate on a regular basis. However, they do engage in activities that help to strengthen their skills, such as learning how to make a sandwich, wash toilets, etc. With the young adults who have left the home to live independently, there is constant communication and support provided as they enroll in technical and/or university careers. The adolescents have the support of the director and assistant director to deal with common and difficult issues and are guided in their self-discovery and self-expression.

- ☐ Document your plan for developing independent living skills for children.
- ☐ Document in the personnel file the mentoring evaluation processes of your staff.
- ☐ Have an expert outside the home provide training on responsible sexual behavior to children age 13 and older.



## Right to Be Heard and Participate in Decisions

SURVIVING

SUSTAINING

THRIVING

In this category, the home is at the **SUSTAINING** level. Children can decide what they want to do in their free time when it is in accordance with house rules. Additionally, they have the option to choose their clothing on a daily basis. Children and caregivers are always given clear information about medical care procedures and are given the opportunity to ask questions prior to administration in order to avoid a traumatic situation. At the moment, the director has not implemented individual development plans for each child. However, she has begun to outline the plan with the children who are perceived to be permanent or long-term. The children at the home are provided with activities in which they can obtain leadership roles.

In this home, the children are not allowed to participate in the planning of the menu since they have a stipulated menu that includes all the nutrients required for their diet. However, the children are given the option to suggest what food they would like to eat on weekends. The weekly menu is not available for the children to see, since in the experience of the leadership, the children are predisposed to not eat, especially if there are dishes that involve vegetables.

- ☐ Implement activities and strategies that encourage child participation through the formation of committees.
- ☐ Develop and implement individual development plans or similar strategies with children ages 13 and older.
- ☐ Seek alternatives so that children are aware of the weekly menu. children age 13 and older.





## Right to Be Prepared for Citizenship

**SURVIVING****SUSTAINING****THRIVING**

In this category, Casa Hogar La Gloria is at the **THRIVING** level. Regarding identity documents, the birth certificate of one child is pending. There is currently no evidence that the child is registered, however, the necessary follow-up steps have been taken to obtain this documentation. At the home, children are taught to repair any damages they have caused and to take personal responsibility appropriate for their age. National and local holidays are respected and celebrated, with their favorite dates to celebrate being September 16 (Mexican night) and Christmas.

The home is perceived as clean, free of garbage, and without objects that obstruct walkways or are in places that they do not belong. During the children's stay in this home, they are taught ethics with the aim of teaching them values that prepare them to be responsible citizens. Adolescents over the age of 15 are mentored by the director and assistant director, who teach them life skills such as food preparation and grocery shopping. The children participate in community service activities at least twice a year and have been involved in painting murals, cleaning up beaches in Tijuana, helping with fundraisers, etc. Current events are shared with the children to keep them aware of relevant situations, and the children have the opportunity to attend school trips either with the home's staff or their teachers.

☐ Continue with the necessary steps to obtain the missing birth certificate.



## Right to Be Safe from Abuse & Neglect

SURVIVING

SUSTAINING

THRIVING

In this category, Casa Hogar La Gloria is at the level of **THRIVING**. Security at the home is adequate for the surrounding community. However, the home has been burglarized in the past, so the construction of a perimeter fence is planned and has already begun with the support of donors. The home has private facilities for bathing, using the bathroom, and dressing. There are separate dormitories for boys and girls according to appropriate age groups and government regulations.

All staff and assistants have received annual training on positive discipline techniques and alternatives to corporal punishment. Also, every six months, they are trained by Ángeles Psicológicos A.C. on how to identify, prevent and avoid abuse. Similarly, children over 5 years of age attend educational sessions on abuse and age-appropriate reporting methods at least every six months through the same institution or through the FORMA group. There is a policy that male staff who are not caregivers are not allowed to be alone with children. In addition, a child protection policy is implemented that ensures children will not be abused (physically, verbally, psychologically, and emotionally) by their caregivers. The home ensures that children are not hired in exchange for a wage that violates local law or negatively affects their health, education, or established daily schedule. Appropriate staff accompany children on outings outside the home. There is a written policy for visitors and an established process for checking references and background checks for staff and frequent visitors in accordance with local standards, including requesting a letter of clearance. Psychological evaluations are conducted upon entry for each child to help them work through their trauma, using the Portage guide.

- ☐ Complete the perimeter fence project to ensure the safety of the children and staff of the home.
- ☐ Maintain training for staff and children on reporting abuse and abuse prevention.



## Right to Dignity & Freedom

SURVIVING

SUSTAINING

THRIVING

In this category, Casa Hogar La Gloria is at the **THRIVING** level. The children are bathed daily and appropriate measures are followed in bathing, diapering, and feeding infants as well. The children have access to their own beds and have sufficient clothing and underwear, with seven outfits ready for the week for each child. In addition, each child has his or her own towel and toothbrush, as well as sufficient and appropriate sheets and blankets that are washed frequently. Age-appropriate toys and art materials are available for all children. Children have the opportunity to perform additional chores or jobs in the home to earn privileges such as an outing, a dessert, a favorite meal, or staying up late.

The home encourages children to be kind to each other and to correct insults, unkind remarks, and bullying. Consequences for infractions of house rules are discussed with the children in advance according to their level of understanding. The home has registered safety protocols and training in place for the children and staff such as smoke detectors, fire extinguishers, a meeting point in case of a natural disaster, etc.

- ☐ Maintain good practices in this area and document your processes for future reference of success.



## Right to Spiritual Development

SURVIVING

SUSTAINING

THRIVING

Currently, Casa Hogar La Gloria is at the level of **THRIVING**. In this home, the Catholic religion is practiced, giving children an opportunity to be part of a spiritual community. The children are free to participate in daily community prayer and other spiritual rituals such as attending catechism classes. Children learn and participate in religious celebrations and are given the opportunity to practice what they have learned.

Inside the home, there are spiritual and religious books available and accessible to the children such as the bible and the rosary. In the school, they are provided with Catholic formation along with the opportunity to increase their sense of belonging and faith development. The children are offered service opportunities to practice their spiritual learning if and when they choose to do so. There is a designated place for prayer and meditation as the home has a chapel on its premises.

- ☐ Maintain good practices in this area and document your processes for future reference of success.



## Finance Standard

SURVIVING

SUSTAINING

THRIVING

The home is currently at the **THRIVING** level. The leadership of the home keeps income and expense records in Excel which are available for review at any time. They keep all receipts as well as a profit and loss statement, which is created for each month and allows them to analyze expenses. Controls are in place and followed to minimize opportunities for the misuse of funds. The home has the active participation of a board of directors who authorize expenditures outside of the planned budget. The organization operates according to an annual budget with the director making the proposal to the board and the board authorizing it. Likewise, they have detailed budgets for important expenses over \$25,000 USD and when a new need arises, they plan their budget and strategies for raising these resources.

Currently, the home has an accounting firm that performs internal and external audits on the monthly financials, bank reconciliations, and the balance of whatever is spent. Tax returns have been filed in accordance with local and federal government requirements. The home's accounting records are validated by a qualified accountant, keeping its expense records up to date.

☐ Maintain good practices in this area and document your processes for future reference of success.





## Governance and Human Resource Standard

SURVIVING

SUSTAINING

THRIVING

Currently, Casa Hogar La Gloria is at the level of **THRIVING**. The property and any subsequent modifications are insured so that they cannot be sold or made for personal benefit. Everything is in the name of the home. Currently, the home is in the process of revalidating its operating license and is 50% complete in obtaining the fire department's and structural reports. The gas and electricity reports are up to date. The home's board of directors is active and meets quarterly. Care staff have attended annual training sessions on child attachment and development, as well as CPR, first aid, the importance and practical ways to facilitate child participation, the characteristics and values of a family, and creating a family in a home environment. In addition, they have had talks on the importance of drinking water quality, its relationship to health, and the need for safe drinking water in sufficient quantities for domestic use, such as drinking, cooking, and hygiene.

New caregivers follow an experienced caregiver for one month and at the end of the month, they receive feedback from the director regarding their performance. It is worth mentioning that the majority of staff at this home have been working there for 3 years or more. At the moment, there are only two new employees who have been working for 3 weeks. Working hours are done in 12 hour shifts and rotate in different areas according to their profile, with 4 days on and 3 days off. The staff is given the opportunity to choose their schedules each time the new master schedule is organized and all are on the payroll and have all the benefits provided by law. The home has a very complete and clear organizational chart that defines the functions of each member from the Board to the operational administration of the home. Meetings are held on a regular basis to discuss issues of concern and improve processes with the staff on a monthly basis. There is an employment contract that details the various activities to be carried out and a copy is given to the staff. Monthly scheduled meetings are held with staff to provide them with opportunities to receive support and guidance in relation to their positions. However, if necessary, these meetings are held on a daily basis and one-on-one meetings are scheduled with staff as needed. The organization has and complies with a vacation and annual leave policy for all staff. Employee files include job descriptions, appointment letters, incident reports, ongoing training, promotions, among other things, and are stored in the office.

- ☐ Continue with the necessary procedures to obtain the operating license.
- ☐ Train remaining personnel in CPR and first aid.
- ☐ Develop and implement strategies to promote child participation.

# Strategic Initiatives

## CORRECTIVE MAINTENANCE OF DRINKING WATER PIPELINES

<b>PROJECT SUMMARY</b>	Being a very old building, the installations and pipes of drinking water inside the house constantly present problems of water leaks that deteriorate areas such as bedrooms and bathrooms. By not having a location plan of the pipes it becomes a major challenge to find the area that generates the problem, which is why they constantly need to make corrections and change parts that are already discontinued from the current construction protocols.
<b>INITIAL ANTICIPATED COST</b>	\$5,000-10,000 USD

## CEILING REPLACEMENT IN SLEEPING AREA HALLWAY

<b>PROJECT SUMMARY</b>	Currently this roof, which serves as a shade for the dormitory hallway, is in poor condition and requires total replacement as it is not viable for it to accredit the safety certification of the structural opinion, therefore it is urgent to make the change before it represents a risk to the children.
<b>INITIAL ANTICIPATED COST</b>	\$10,000-15,000 USD

## NEW STOVE IN THE KITCHEN OF THE BABY DORM

<b>PROJECT SUMMARY</b>	The current stove assigned to the kitchen in the baby dorm only has one working burner. This situation then requires more food preparation time for preschool children and infants. Providing the resources for the purchase of a new stove will help kitchen staff have adequate and functional equipment for food prep and thus lessen the amount of time so they can attend to other important duties or tasks.
<b>INITIAL ANTICIPATED COST</b>	\$5,000-10,000 USD



