

# Hogar Infantil La Gloria

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Mexico

## IMPROVEMENT ROADMAP

May | 2023







# Overview of this Children's Home

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## Background & Mission

Casa Hogar La Gloria, A.C. was founded by Guadalupe and Guillermo McFarland who visited a home that housed children during a community service in early 1976. They saw the precarious conditions in which they found themselves and took on the task of improving the living conditions of the children. Casa Hogar La Gloria, A.C. currently houses 21 children from 0 to 12 years of age who are in vulnerable situations and under the guardianship of DIF Estatal and is sponsored in large part by the Order of Augustinian Fathers of San Diego.

Casa Hogar La Gloria, A.C.'s mission is to provide protection to each child under its care, developing activities and services that lead them to have a comprehensive development in an environment of security and confidence in their present and future.

## Recent Accomplishments

- They have ensured that all personnel are committed to their education and training process.
- Organized and cleaned up its warehouses, which had been unorganized for more than six years.



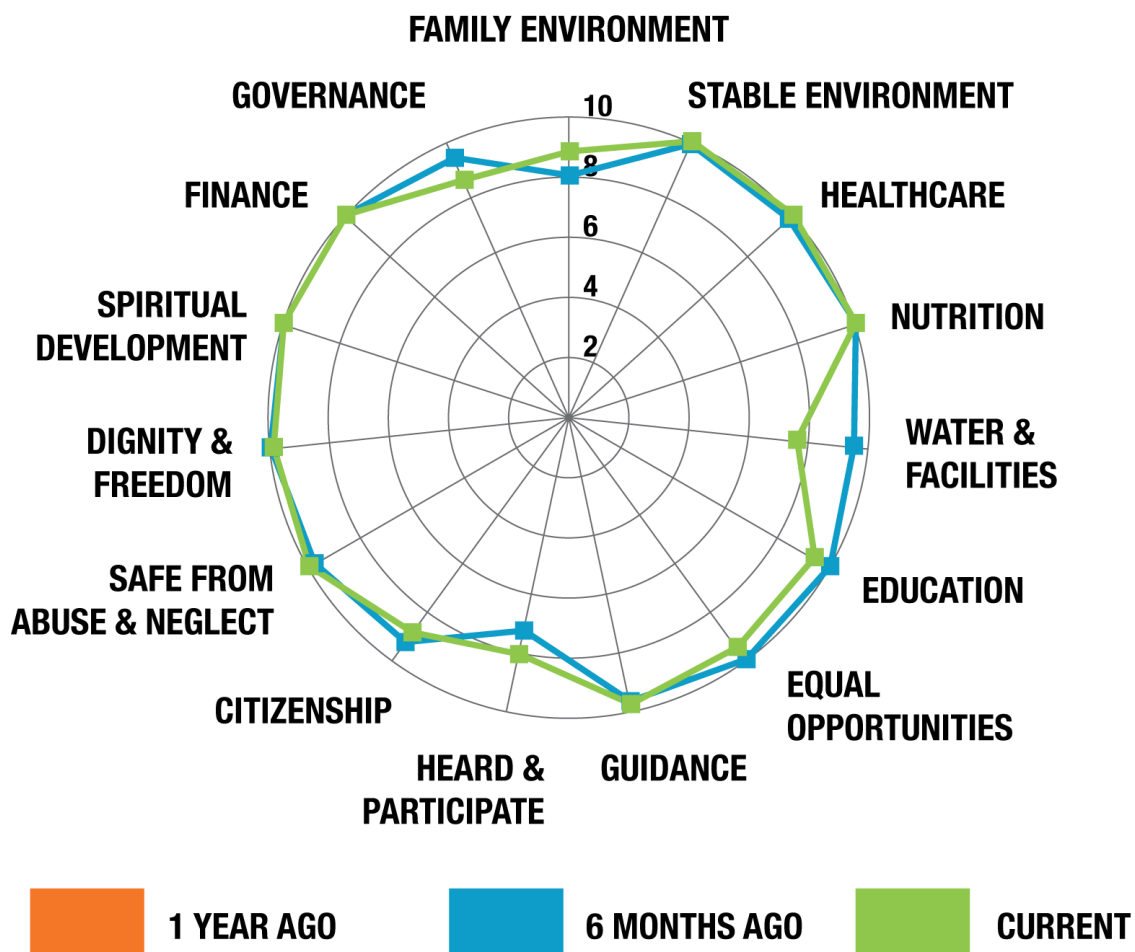
# The Thrive Assessment

## What is the Thrive Assessment?

In 1959, the United Nations (UN) adopted the Declaration of the Rights of the Child, which defines children's rights to protection, education, healthcare, shelter, nutrition and more. We have codified all 13 Rights, as well as a Finance Standard and a Governance and Human Resource Standard, resulting in a total of 15 standards. 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 with each partner home to chart the progress of each standard. Our team works with caregivers to outline next steps which are then compiled into an Improvement Roadmap.

## Current Thrive Scale



# Strategic Initiatives

## NETWORK OF 22 SOLAR PANELS

<b>PROJECT DESCRIPTION</b>	The home needs an alternative source of electricity due to the high costs of this service, which is why they need a network of solar panels. They are in talks with the Gris Alternatives Foundation to create a co-investment project for the installation of a photovoltaic system consisting of 22 solar panels of 13 KW for \$2,600 US dollars for the home, which will feed all the energy needs of the home.
<b>ESTIMATED FUNDING</b>	\$44,200 MX Pesos \$2,600 USD

## CERTIFICATIONS AND PERMITS FOR INTERNAL CIVIL PROTECTION PLAN

<b>PROJECT DESCRIPTION</b>	Safety certifications, permits, and licenses are required to validate your internal civil protection plan. These certifications include the home's structural, gas, and electricity line safety certification, the land use permit, and the fire department's approval. Currently, the home has received financial support from the government to cover the costs of these processes. However, more is needed to pay for everything necessary.
<b>ESTIMATED FUNDING</b>	\$64,500 MX Pesos \$3,975 USD

## EMERGENCY PLAN TRAININGS FOR PERSONNEL

<b>PROJECT DESCRIPTION</b>	100% of the staff of the children's home must be trained in safety, civil protection, and emergency plans such as Search and Rescue, Evacuation and Rescue, First Aid, and CPR, as well as forming their brigades for the protection and care of children in case of disaster. By providing support for these trainings, we help ensure that they will have the necessary skills and tools to protect and care for children in disaster situations.
<b>ESTIMATED FUNDING</b>	\$85,00 MX Pesos \$5,000 USD



## Right to Live with Family

SURVIVING

SUSTAINING

THRIVING

In an average period of 6 months, there are a maximum of 12 children per dormitory to give the children more individualized attention. Caregivers have committed to more than 2 years of service and/or to stay with the same group of children 5 days or more a week so that they have consistent caregivers. The home does not have an established plan for onboarding, training, and evaluation of caregivers.

The home promotes family visits whenever possible and when DIF approves the visits. The home has implemented a training plan for the staff in which, at least once a month, they receive support from a specialist in different topics related to child care, such as managing situations and creating a family environment in a home environment. The children have primary caregivers who stay with them day and night for five or more days a week to function as a family. However, the caregivers are being evaluated by a certified specialist on the standard of care they provide to the children.

- ☐ Have a plan for the incorporation, training, and evaluation of caregivers.
- ☐ A specialist in the child care standard assesses 100% of staff.



## Right to a Stable Environment

SURVIVING

SUSTAINING

THRIVING

At Casa Hogar la Gloria, the house rules are appropriate for the age range of the children, are consistent, and are clearly explained to everyone. Consequences for rule infractions are based on positive discipline and are age appropriate. The caregivers enforce consequences and usually include loss of a privilege or loss of a favorite item or activity. When it has been necessary to implement other consequences, the team meets with a specialist at least once a month to discuss behavioral ideas to help effectively teach and discipline children and/or receive guidance on creating a more stable, loving, and nurturing environment. Groups of children eat, work and play together. Caregivers participate in joint activities and play daily with the children, and they have traditions that they do together weekly or monthly, such as sleepovers, movie night, and birthday treat day.

The children are called by their preferred name and never by demeaning nicknames by caregivers, staff, or other children, thus fostering respect for all. A very good practice that the children's home manages is that the employees organize their work schedule in such a way that each one chooses the days and shifts they wish to work, receiving 1 to 2 days off per week and a constant substitute to cover for them whenever a caregiver is away from the children's home. This scheduling arrangement has helped to maintain a staff turnover rate of less than 20% per year.

Continue with best practices.



## Right to Healthcare

SURVIVING

SUSTAINING

THRIVING

All children undergo routine annual medical, dental, vision, hearing, and dental checkups and examinations to monitor their overall health. In the case of infants, this is done more frequently to monitor their development. All children receive and have documentation of their vaccinations, and the nurse is in charge of creating and updating the medical records of all children. The home has a fund for medical expenses, which is available for emergencies. They have implemented measures and training for the staff regarding treatment plans or for children with special conditions. Such is the case of a girl with a disability who has a recurrent tendency to scratch her ear until she causes lesions that require follow-up.

Soap and water are always hygienically available in their facilities near all dining, sanitary, and nursing areas. Caregivers and the nurse are responsible for checking the children weekly for head lice; appropriate treatment is provided if they have head lice. Children with the greatest need receive orthodontic treatment. The children brush their teeth at least twice a day, and the caregivers remind them daily to always wash their hands after using the bathroom, before eating, and when necessary. The home has an identified pediatrician and a hospital in case of an emergency. They maintain an active agreement with the city's children's hospital to provide specialized health services to the children. The home has a fully stocked first aid kit to care for all the children in an emergency. Adolescent girls have access to feminine hygiene products in sufficient quantities and have been taught about their menstrual cycles: what to expect, how to take care of themselves, and how to use and dispose of feminine hygiene products correctly. In the case of infants, the caregivers have a diaper-changing role for them.

Continue with best practices.



## Right to Nutrition

SURVIVING

SUSTAINING

THRIVING

The children receive the appropriate amount of calories per day, and this is known because the home has received support from a nutritionist who has reviewed its monthly menus. In addition, the home has adopted the meal planning methodology according to the nutrition manual for daycare services of the Mexican Social Security Institute. Therefore, they are validated as healthy and sufficient nutrition. Children receive appetizing and tasty meals that include 2-3 servings of fruits and 2-3 servings of vegetables daily. However, this is always a challenge for them because sometimes more than the budget is needed to provide as many fruits as they would like, which implies an increase in the food budget depending on the year's season. The food is prepared hygienically, providing them with protein in all its daily presentations. They have the support of a nutritionist who verifies that the children are getting enough nutrients daily. Their kitchen, storerooms, dining room, and food preparation area are free of toxic substances and pests and are well-ventilated. Their cook is trained annually in food safety and preparation.

- ☐ Seek donor support to guarantee the budget for purchasing fruits and vegetables.



## Right to Safe & Adequate Water & Facilities

SURVIVING

SUSTAINING

THRIVING

At Casa Hogar La Gloria, the facilities have been inspected by a qualified person over the past year to evaluate safety. Even so, the safety reports and certifications of safety measures required by the civil protection department still need to be included. 30,000 Mexican pesos are needed for the structural report, 22,000 pesos for the electrical report, 3,500 pesos per year for the gas report, and 6,000 pesos for the fire department approval. With these reports and certifications, Hogar Infantil La Gloria can move on to the next steps to obtain the validation of its civil protection plan and its license to operate.

As for their electricity sources, they need a network of solar panels. To this end, they are in talks with the Gris Alternatives Foundation, creating a co-investment project to install a photovoltaic system consisting of 22 solar panels of 13 KW for \$2,600 US dollars for the home. The home has qualified and reliable maintenance support to address the ongoing and preventative needs of the facilities and adheres to an annual maintenance plan. The home has safe drinking water, free of chemicals, bacteria, and decaying pipes, and is available to the children when they wish to drink it. Safety issues have been addressed, and the facility is safe and able to withstand the elements. The director is still working to bring the facility into compliance with local authority requirements and codes, as they have yet to be authorized to have a civil protection plan and still need to have the safety certifications required by law.

- ☐ Continue to take the necessary steps to obtain the permits and safety certificate, which cost approximately 64,500 pesos.
- ☐ Install 22 solar panels in co-investment with the Gris Alternatives Foundation for US \$2,600.





## Right to Quality Education

SURVIVING

SUSTAINING

THRIVING

All children are enrolled in the school and attend classes 80% or more of the time. However, for the next school year, it will be necessary to change schools due to safety and security issues at the school they are currently attending. Each child has access to a personalized and undistracted tutoring session at least once a week. The teacher Lili is responsible for conducting these sessions and helping the children behind in their education. There is a library with more than 75 books. However, these books do not match the children's interests, so they do not use the reading room. The home has internet and computers, and the children have computer and programming classes for beginners. Children aged seven and older are assessed, able to identify and articulate the sound of each letter of the alphabet, yet the vast majority have problems with reading and writing. They have qualified evaluations to identify possible learning problems. The home has funding and support available for the children to pursue further education after their time at home.

- ☐ Implement strategies to support children aged 7 to improve their reading and writing skills.
- ☐ To have a greater variety of books according to the children's interests to encourage the reading habit.

## Right to Equal Opportunities

SURVIVING

SUSTAINING

THRIVING

The children have a designated space for their personal or special items given to them by family members or donor friends on special occasions. Children can go to school and participate in activities organized there. However, extracurricular activity programs such as sports or arts are only available to them. Resources and expertise to accommodate physical disabilities have been identified, and efforts are made to provide special accommodations. This includes eyeglasses or special education strategies for children who need them. However, some adjustments and improvements have yet to be made to the playground so everyone can enjoy the common area equally. The home has a plan for the transition to adulthood and accompaniment in process for young people in the process of independent living. At Hogar Infantil La Gloria, adult mentors, both men and women, act as role models and are available to guide the children and youth in their stay at home and the transition to life after their time at the home.

- ☐ Create and implement a program of extracurricular activities for children.
- ☐ Identify and implement the necessary adaptations in the play area to better serve children with disabilities.



## Right to Guidance

SURVIVING

SUSTAINING

THRIVING

The home has a profile or job description for when they are looking for new caregivers. Caregivers are evaluated to determine if they are quality mentors for the children. Caregivers are trained annually to model, teach and reinforce skills and behaviors with the children and hold monthly meetings to review strategies to help them improve in these areas. Children and staff can see a therapist on an individual and group basis; this is on an on-demand basis and also for follow-ups for disruptive behaviors, psychiatric and trauma issues. Children are taught to be respectful of others regardless of age or the place where they congregate. For adolescents over 15, aptitude tests and professional counseling have been conducted to determine their academic abilities and long-term educational goals. This initiative supports them before they move from a group home or any other form of integration to another place to choose their vocational or professional training. A written plan for their education or work after their time in the home is followed up. However, one of the areas of opportunity for children under the age of 15 is to have a documented life skills program in which the children can participate regularly. Adolescents over 13 have received education related to responsible sexual behavior, and support is available when it comes to guidance in self-discovery or talking about difficult topics.

- ☐ Have an independent living skills development plan for children under 13.



## Right to Be Heard and Participate in Decisions

SURVIVING

SUSTAINING

THRIVING

The children can decide what to do in their free time if it is within the house rules. They also decide what clothes to wear during the day and on special occasions. In addition, their food tastes are included in the monthly menu planning. However, this menu is not posted anywhere, so the children know the day's meal. The home has implemented some strategies for creating individual development plans, but this does not apply to 100% of the children. The children can perform leadership roles and participate in certain home activities, committees, or organization initiatives. All children and their staff receive information about medical care procedures. They can ask questions before their administration to avoid a possible traumatic situation for the children.

- ☐ Implement strategies to promote leadership and child participation.





## Right to Be Prepared for Citizenship

SURVIVING

SUSTAINING

THRIVING

Almost all of the children have a birth certificate. The director and assistant director continue to make the necessary arrangements to have 100% of the children's documents. The children have personal responsibilities, such as chores appropriate for their age, which they must complete daily and weekly. The children are taught about ethics and the democratic process through simple home activities involving their participation, especially in elections. In addition, work is done to teach values such as respect for nature and care for the environment. The children are taught to repair the damage done. National and local holidays are respected in the home, with Easter and Christmas being their favorite dates. Teenagers over 15 have a mentor to teach them life skills such as creating an errand list and shopping, ordering food in a restaurant, paying for items, managing and budgeting, etc. It is important to conduct a campaign to clean and tidy up storage and common areas so that the home is free of trash and other items, such as bicycles, tools, etc., and put away properly. The children participate in community service activities at least twice a year, and major current events are shared with the children and collaborators. The children can attend school trips and special events outside the home each year, accompanied by approved staff.

- ☐ Continue to take the necessary steps to obtain the missing birth certificates.
- ☐ Conduct a cleaning and organization campaign of common areas and warehouses.



## Right to Be Safe from Abuse & Neglect

SURVIVING

SUSTAINING

THRIVING

The group home's safety level is appropriate for the surrounding community. Caregivers receive training every six months on identifying, preventing, and avoiding abuse. Psychological assessments are conducted at the entry for each child to help them work through their trauma. If so, they have access to frequent counseling with psychologists outside the home on an individual and group basis as needed, either weekly or monthly. There are private facilities for bathing, toileting, and dressing, and bedrooms are separated for boys and girls according to appropriate age groups and government regulations. Children over five years of age attend educational sessions on abuse and age-appropriate reporting methods at least every six months and have received training on bullying.

All staff and aides have received annual training on positive discipline techniques and alternatives to corporal punishment. To ensure that the home is a violence-free place, there is a policy for visitors and non-caregiver staff that they are not allowed to be alone with any child. The home also has a process to check references and background checks for staff and frequent visitors per local regulations. This is all part of the child protection policy that ensures that children will not be abused (physically, verbally, emotionally, etc.) by their caregivers or visitors to the home.

Continue with best practices.



## Right to Dignity & Freedom

SURVIVING

SUSTAINING

THRIVING

Children are bathed weekly, and appropriate baby precautions are followed. Consequences for infractions of house rules are discussed with the children in advance. Children are encouraged to be kind to each other and to correct put-downs, unkind comments, and bullying. Children can do extra chores or work in the group home to earn help or privileges. Children have adequate bedding that is cleaned weekly or when soiled. Children have access to their beds. They have sufficient clothing and underwear. They also have a clean towel in good condition. Children have their toothbrushes. There are age-appropriate toys and art materials available for all children. The home has registered safety protocols and training for the children and staff, smoke detectors, fire extinguishers that are regularly checked, and a meeting point in case of a natural disaster; however, there needs to be more training for new staff. The home has an outdoor play area that is safe and suitable for all ages, although it lacks some accommodations for children with disabilities.

- ☐ Make the necessary adjustments to the playground so that children with disabilities can enjoy this space.
- ☐ To train 100% of the personnel in civil protection issues.



## Right to Spiritual Development

SURVIVING

SUSTAINING

THRIVING

Children are allowed to be part of a spiritual community. Children are free to participate in daily communal prayer or other spiritual rituals. Children are offered service opportunities to practice their spiritual learning. Children learn about and participate in religious celebrations. There is a designated place for prayer and meditation, and spiritual and religious materials and books are available and accessible.





## Finance Standard

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

The home has a way of recording its income and expenses. Receipts are kept, and a monthly profit and loss statement is created. Records are kept and are available for review. They have an internal or external audit of their monthly finances. The bank account is reconciled monthly, and tax returns have been filed per government requirements. A qualified accountant validates the organization's accounting books or records. Controls are in place and followed to minimize opportunities for misuse of funds, and the organization has an adequate division of roles and duties for internal control. The home has detailed budgets and plans for major expenditures over \$25,000, e.g., construction projects, and operates according to an annual budget.

- ☐ Maintaining this level of financial management





## Governance and Human Resource Standard

SURVIVING

SUSTAINING

THRIVING

At Hogar Infantil La Gloria, caregivers are given a written document detailing their terms of employment and a job description outlining their responsibilities. Caregivers attend medical and hygiene training sessions on caring for a sick child, common illnesses and treatments, emergency measures, and specific training for infant and toddler care. However, not 100% of the staff has been trained. Staff must be trained 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. The property and modifications are insured and cannot be sold for profit. The director continues to work to obtain all licenses, audits, and governance requirements required by law. Safety certifications and permits from authorities such as the fire department and civil protection are pending. The home has an active board of directors that meets at least twice a year. The organization has and complies with a vacation and annual leave policy for all staff. New home caregivers shadow an experienced caregiver for a minimum of one week. Weekly staff meetings are also held to provide opportunities for staff to receive support and orientation to their positions. Employee files are kept, which include job descriptions, appointment letters, incident reports, and ongoing training.

An organizational development exercise has been carried out, and the organizational chart has been established as a tool for the director to delegate. Care staff has attended annual training sessions on attachment and child development, practical ways to facilitate child participation and ongoing training on the characteristics and values of a family and creating a family in a group home setting. Ongoing meetings are held to discuss issues of concern and improve processes, and supervisors also schedule regular one-on-one meetings to provide support and advice to team members.

- ☐ Continue with the necessary steps to obtain the certifications and permits to obtain the home's operating license.
- ☐ Train 100% of personnel in CPR and first aid.
- ☐ Train 100% of the personnel in the use and care of water and its importance for health.





# Current Improvement Partners



## Espere

Espere partners with ACHF to provide caregiver support through trainings, workshops, and roundtables on ways to support the well-being of the children. Additionally, they offer support to therapists working in our partner orphanages.



**B**ooks  
**L**ibraries  
**R**eadings

## Books, Library, Reading

BLR helps kids love to read. They do this through getting them books that match their interests, expand their interests and spark their curiosity. They also develop reading goals, activities and training for the kids and orphanage staff.

For a list of projects and opportunities to coordinate on go to  
[www.ACHF.org/Projects](http://www.ACHF.org/Projects)





**A CHILD'S  
HOPE**  
FOUNDATION