

La Gloria Children's Home

Mexico



IMPROVEMENT ROADMAP

November | 2023



Overview of this Children's Home

Background & Mission

Casa Hogar La Gloria, A.C. was founded by Guadalupe and Guillermo McFarland. During a community service in early 1976, they visited a home that housed children. Upon seeing the precarious conditions in which they found themselves, they took on the task of improving the lives 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 the State DIF. It is largely sponsored by the Order of Augustinian Fathers of San Diego.

The mission of Casa Hogar La Gloria, A.C., is mainly 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

- With support from the BLR organization, they have implemented a reading program for the children, and now have a wider variety of books. The latter is according to the children's interests in order to encourage the habit of reading. This has been one of the home's greatest achievements. Month by month the results of this program are reflected.
- The home has been able to complete the construction of its perimeter wall around the entire property. This project took more than 5 years of fundraising. They needed at least three more months to finish the entire project. With the construction of this wall, the children who live there will be better protected.

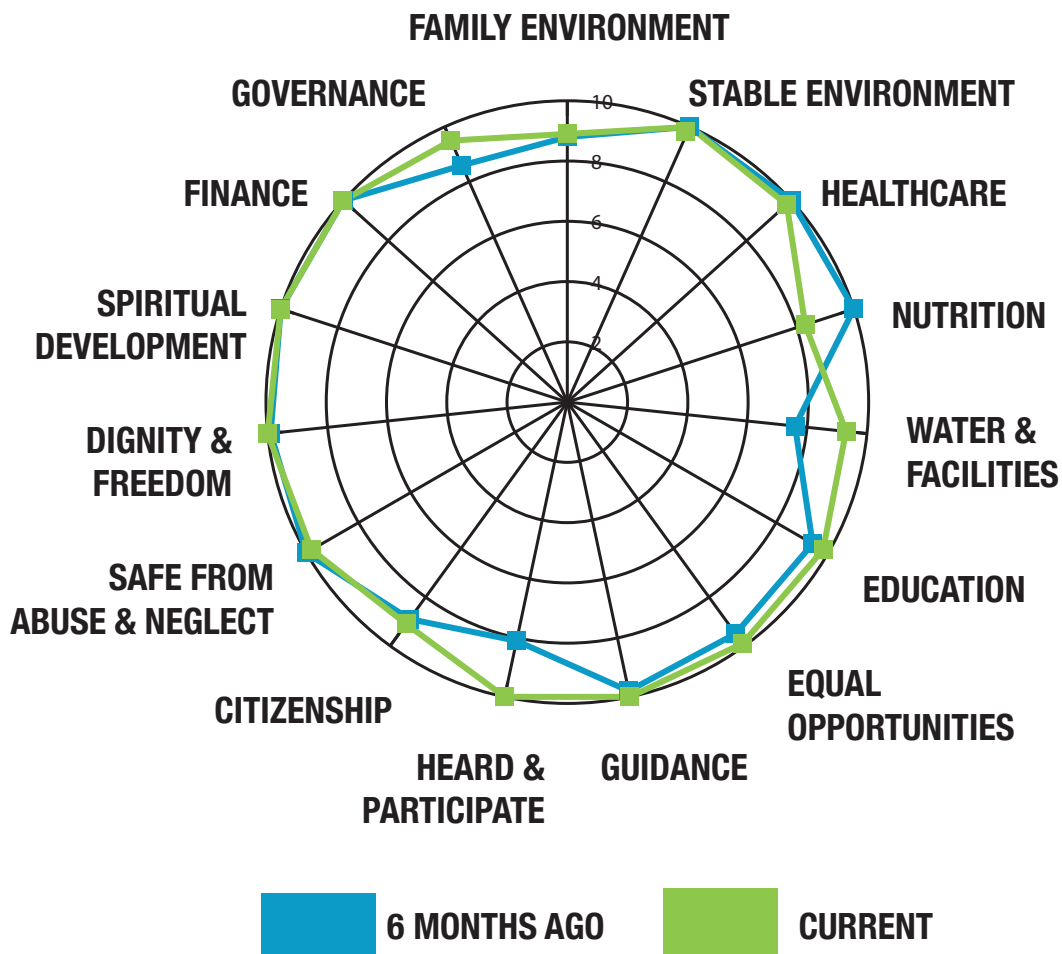


The Thrive Assessment

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 compiled into an Improvement Roadmap.

Current Thrive Scale



Strategic Initiatives

KITCHEN CEILING FIXTURE

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|---------------------------------|---|
| PROJECT SUMMARY | The director comments that for several months they have been suffering from humidity problems due to leaks in the kitchen ceiling. So far, the root of the problem has not been found. During the rains, the children are exposed inside the dining room to the risk of not being able to use some areas due to the humidity. |
| INITIAL ANTICIPATED COST | \$4,000 USD |

TRAINING PROGRAM - CIVIL PROTECTION

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|---------------------------------|---|
| PROJECT SUMMARY | As part of the process to obtain the home's operating licenses, it is of utmost importance to have 100% of the staff trained in safety and civil protection topics. These trainings are carried out in First Aid, CPR, Search, Rescue and Evacuation. With these trainings the team of Casa Hogar La Gloria will be prepared to attend the children in case of emergency. |
| INITIAL ANTICIPATED COST | \$54,500.00 MXN \$3,884.00 USD |

REPAIR PICKUP TRUCK

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|---------------------------------|--|
| PROJECT SUMMARY | The home has a pickup truck that helps them to make office errands, transport merchandise and donations. This pickup has been out of service for several months. Having this unit in operation would be of great help to the administration of the home as it would help to reduce transportation and food collection costs. It would also reduce the time of the home staff in charge of these errands. |
| INITIAL ANTICIPATED COST | \$1,800 USD |



Right to Live with Family

SURVIVING

SUSTAINING

THRIVING

Casa Hogar la Gloria is at the Thriving level in this category. In an average period of 6 months there are a maximum of 12 children per dormitory so that the children have more individualized attention. Caregivers have committed to more than 2 years of service and/or to staying with the same group of children 5 days or more per week. When these caregivers are on break or vacation periods, they always have a substitute who already knows the children or has been with them before. This generates a sense of constancy in their care. The home does not have an established plan for the incorporation, training and evaluation of caregivers.

The home encourages family visits whenever possible and when the visits are approved by DIF. However, the home does not have a person in charge of following up and identifying the possibilities to facilitate family reunification of the children. The director has implemented a staff training plan in which staff receive monthly support from a specialist in child care. This includes handling situations and creating a family environment in a children's home setting. However, they have yet to train staff in trauma management. Caregivers have been evaluated by a certified specialist on the standard of care they are providing to the children they oversee.

- Have a social worker or similar profile that focuses on identifying possibilities and facilitating the child's reunification with the family.
- Implement the therapeutic training program for staff on trauma management issues.



Right to a Stable Environment

SURVIVING

SUSTAININGSUSTAINING

THRIVING

Casa Hogar la Gloria is at the Thriving level in this category. There, the house rules are appropriate for the age range of the children, they are consistent, and are clearly explained to everyone. Consequences for rule infractions are based on positive discipline and are age appropriate. Consequences are enforced by the caregivers and usually include loss of a privilege or confiscation of a favorite item or activity. When it has been necessary to implement other consequences, the team meets at least once a month with a specialist to discuss behavioral ideas to help teach and discipline children effectively. Guidance is provided on how to create 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. They have traditions that they do together weekly or monthly such as sleepover nights, movie night, and birthday pamper day. Children are called by their preferred name and never by demeaning nicknames by caregivers, staff or other children, fostering respect for all. A very good practice managed by the home 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. A constant substitute covers for them whenever a caregiver is away from the home. This scheduling arrangement has helped to maintain a staff turnover rate of less than 20% per year.

Maintain good practices in this category.



Right to Healthcare

SURVIVING

SUSTAINING

THRIVING

Casa Hogar la Gloria is at the Thriving level in this category. All children undergo routine annual medical, dental, visual and hearing examinations and check-ups to monitor their overall health. In the case of infants, this is done more frequently to monitor their growth, nutrition and development. Almost all the children receive and have the corresponding documentation of their vaccinations and the nurse is in charge of creating and updating the medical records of all the children. The home has a fund for medical expenses and this is available for emergencies. They have implemented measures and training for the staff regarding treatment plans or for children with special conditions such as medical treatments, special diets and other important health follow-ups.

Soap and water are always hygienically available in their facilities near all dining, sanitary and nursing areas. The caregivers and the nurse are in charge of checking the children weekly for lice and provide them with the appropriate treatment if any are detected. For this they have used specialist training and in the most severe cases they use medication to treat the children. Children with the greatest dental need receive orthodontic treatment. Children brush their teeth at least twice a day. Caregivers remind the children daily to always wash their hands after using the restroom, before eating and whenever 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 case of 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 the babies to avoid diaper rashes.

- Maintain the necessary steps to have 100% of the vaccination cards.



Right to Nutrition

SURVIVING

SUSTAINING

THRIVING

Casa Hogar la Gloria is at the Sustaining level in this category. The children receive the appropriate amount of calories per day. The home has implemented the food manuals endorsed for IMSS (Mexican Healthcare System) day care services. However, they have not received support from a nutritionist to review their monthly menus. The children receive appetizing and tasty meals that mostly include 2-3 servings of fruits and 2-3 servings of vegetables daily. However, this is often a challenge for them because the budget is not enough to provide as many fruits as they would like. This implies an increase in the food budget depending on the season of the year. The food is prepared in a hygienic manner. It also provides the kids with protein in all its presentations on a daily basis. Their kitchen, storerooms, dining room and food preparation area are free of toxic substances and pests, with good ventilation. In the cooking area, the extractor hood needs to be repaired because at the time of this evaluation it was not working. Their cook is trained annually in food safety and preparation, and they have successfully implemented the PEPS (First In-First Out) program in their food storage area.

- Repairing the kitchen ventilation hood.
- Have the support of a nutritionist to train personnel in varied and sufficient food.
- Having a donation to support the food budget on a monthly basis.



Right to Safe & Adequate Water & Facilities

SURVIVING

SUSTAINING

THRIVING

Casa Hogar la Gloria is at the Thriving level in this category. In the last year the facilities have been inspected by a qualified person to evaluate safety. Even so, there are still no safety reports and certifications of safety measures required by the Department of Civil Protection in certification of the building and electricity. 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 operational license. One of the most important needs for the home is to repair at least 80% of the shower heads and sink faucets.

Casa Hogar la Gloria does not have an alternate source of electricity in case of a power outage. This is not considered a priority at this time. The home has qualified and reliable maintenance support to meet the ongoing and preventive needs of the facilities. However, they do not maintain any strategy of recording their monthly maintenance activities. 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 not yet been authorized to have a civil protection plan and do not yet have the safety certifications required by law.

- Repairing broken showerheads and faucets.
- Have an annual corrective and preventive maintenance plan in writing and updated on a monthly basis.
- To have the security certification of the property in accordance with the law.



Right to Quality Education

SURVIVING

SUSTAINING

THRIVING

Casa Hogar la Gloria is at the Thriving level in this category. All of the children are enrolled in school and attend classes 80% or more of the time. They have integrated very quickly into the new school this year and the director of the home maintains a close relationship with the director of the new school to follow up promptly on any of the children's needs. Each child has access to a personalized and undistracted tutoring session at least once a week. Lili the teacher is in charge of carrying out these sessions and helps the children who are most behind in their education; she is also in charge of implementing BLR's reading program. The library has been restructured and has more than 75 books available for the children. In addition, with the support of the BLR program, the children can now read books that are of interest to them, as they themselves request them from the person in charge of the program. The children have computer classes and have received instructions on how to use the basic programs. Children 7 years and older are evaluated, able to identify and articulate the sound of each letter of the alphabet. Still, the vast majority have problems with reading and writing. Lili, the teacher, has a plan to support them in achieving a better reading level. They have qualified evaluations to identify possible learning problems, and are supported by the psychologist and the psychopedagogue who provide weekly support. The home does not have funding and support available for the children to pursue further education after their time at the home. However, when they reach the age of 13, the leadership looks for spaces in other homes for these children to be referred to so that they can continue to be cared for with everything necessary for their development.

- Maintain the strategies implemented in the area of reading for children.

Right to Equal Opportunities

SURVIVING

SUSTAINING

THRIVING

Casa Hogar la Gloria is at the Thriving level in this category. The children have a designated space for their personal or special items gifted to them by family members or donor friends on special occasions. Children have the opportunity to go to school and participate in activities. Strategies for extracurricular activities such as sports or arts available to them have been implemented. Resources and skills have been identified to accommodate physical disabilities. Efforts are made to provide special accommodations. This includes things like eyeglasses or special education strategies for children who need them. While they have yet to make some adjustments and improvements to the playground so that everyone can equally enjoy that common area, they have made a lot of progress with this project. The home implements basic life skills development strategies. However, it is difficult to start with the implementation of plans for transition to adulthood and accompaniment in the process since the profile of its population is up to 12 years of age. At Hogar Infantil La Gloria, the adult mentors, men and women, act as role models and are available to guide the children and youth in the process of their stay at the home, as well as in the transition to life after their time at the home.

- Implement hope plans or similar strategies with children 12 years and older.



Right to Guidance

SURVIVING

SUSTAINING

THRIVING

Casa Hogar la Gloria is at the Thriving level in this category. The home has a profile or job description for when they are looking for new caregivers, describing the process from the time they join until they complete their training period. Caregivers are evaluated to determine if they are quality mentors for the children. Caregivers are trained annually on how to model, teach and reinforce skills and behaviors with the children. The staff hold monthly meetings to review strategies to help the children improve in these areas. Children and staff have the opportunity to see a therapist in an individual and/or group session. This is on an on-demand basis and for follow-ups for disruptive behavior, psychiatric and trauma issues. Children are taught to be respectful of others regardless of age or where they congregate. Aptitude tests and professional counseling have been applied to determine the academic interests and abilities of some children in order to plan their long-term educational goals. However, this initiative is expected to be followed up in the next home where they are referred to, since La Gloria does not have children over 13 years of age. A written plan for the children's education or work after their time at the home is made for their follow-up. The children have received education related to responsible sexual behavior. Support is available when it comes to guidance in self-discovery or talking about difficult matters. In addition, important follow-up is given to children who have exhibited sexual misconduct that may pose a risk to themselves or others.

- Maintaining good practices in this category.



Right to Be Heard and Participate in Decisions

SURVIVING

SUSTAINING

THRIVING

Casa Hogar la Gloria is at the Thriving level in this category. The children can decide what they want to do in their free time as long as it is within the home rules or does not disturb the peace of the home dynamic. They also have the opportunity to decide what clothes they will wear during the day and on special occasions. In addition, their food tastes are included in the planning of the monthly menu. However, this menu is not posted anywhere so that the children know what the meal of the day will be and not to create bias in them. The home has implemented some strategies for the creation of individual development plans, but this is not applicable to 100% of the children since it is only done with those who, due to their age (reaching 13 years of age) must be transferred to another space for follow-up. The children have the opportunity to perform leadership roles and participate in certain activities of the home. They express their interests and the teacher, the director and the caregivers always look for alternatives so that the children have a space or a way to express what they want to do. All of the children and the staff receive information about medical care procedures and are given the opportunity to ask questions prior to their administration to avoid a possible traumatic situation for the children.

Maintaining good practices in this category.



Right to Be Prepared for Citizenship

SURVIVING

SUSTAINING

THRIVING

Casa Hogar la Gloria is at the Thriving level in this category. 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. In most cases they will always suffer from this situation due to the legal status in which the children arrive at home or the age of the babies, since the birth registration has not yet been completed when they are transferred to Casa Hogar La Gloria. The children have personal responsibilities such as age-appropriate chores, which they must fulfill on a daily and weekly basis. The children are taught about ethics and the democratic process through simple activities in the home that involve their participation, especially voting. 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 damages they have committed. National and local holidays are observed at the home, with Easter and Christmas being their favorite dates. The children have different opportunities to be guided or mentored by the adults who work at the home, and at times have become mentors in certain activities that teach them life skills such as creating an errand list and shopping, ordering their food at a restaurant, paying for items, managing and budgeting. Based on the home model, they do not have sufficient time to practice these skills until they are transferred to the follow-up program. 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 have the opportunity to attend school trips and special events outside the home each year, being accompanied by approved staff.

- Continue to take the necessary steps to obtain the missing birth certificates.
- Teach children about ethics and the government process in an age-appropriate course.



Right to Safe from Abuse & Neglect

SURVIVING

SUSTAINING

THRIVING

Casa Hogar la Gloria is at the Thriving level in this category. The home's level of security is adequate in relation to the surrounding community. The home recently completed a project to build a perimeter wall around the home, making it a safer environment for the children. Caregivers receive training every six months on how to identify, prevent and avoid abuse and mistreatment. Because there are new personnel, it is important to train 100% of the staff in this strategy. Psychological evaluations are conducted at each child's entry to help work through their traumas and if so, they have access to frequent counseling with psychologists outside the home in an individual and group setting as needed, either on a weekly or monthly basis. There are private facilities for bathing, toileting and dressing, and dormitories are separated for boys and girls, according to appropriate age groups and government regulations. Children over 5 years of age attend educational sessions on abuse and age-appropriate reporting methods at least every six months and have received training on reporting bullying.

All staff and assistants have received annual training on positive discipline techniques and alternatives to corporal punishment. To ensure that the home is a violence-free environment, there is a policy for visitors and non-caregiver staff where they are not allowed to be alone with a child. The home also has a process in place to check references and backgrounds for staff and frequent visitors in accordance with local regulations. This process needs to be reinforced to ensure that children are not abused (physically, verbally, emotionally, etc.) by their caregivers or visitors to the home.

- Train 10% of staff on how to identify, prevent and avoid abuse and mistreatment.
- Strengthen the reference checking process for new staff and visitors to the home.



Right to Dignity and Freedom

SURVIVING

SUSTAINING

THRIVING

Casa Hogar la Gloria is at the Thriving level in this category. Children are bathed daily and appropriate precautions are followed hand-in-hand with staff training to avoid any risky situations for the babies. Children are talked to in advance about the consequences of infractions of the home's own rules. Children are encouraged to be kind to each other and to correct put-downs, unkind comments and bullying. Children have the opportunity to do extra chores or work at the home to earn an allowance or privileges. The children have adequate bedding that is cleaned every week or sooner if necessary, access to their own bed, sufficient clothing and underwear, a clean towel, and toothbrush. Age appropriate toys and art materials are 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 is a lack of training for new staff. The home has an outdoor play area that is safe and suitable for all ages, although some accommodations for children with disabilities are lacking.

- Maintain the good practices implemented in this category.



Right to Spiritual Development

SURVIVING

SUSTAINING

THRIVING

Casa Hogar la Gloria is at the Thriving level in this category. The children are given the opportunity to be part of a spiritual community in which they are very active in and outside of the home. As the home is of Catholic religious practice, the children attend weekly mass. They are free to participate in daily community prayer or other spiritual rituals practiced at the home. They are also offered classes to prepare them to receive their sacraments, as long as the children express this interest. The children are offered service opportunities to practice their spiritual learning and to be part of their religious community. The children learn and participate in religious celebrations and have spiritual materials and books available and easily accessible when needed.

Maintain good practices in this category.



Financial Standard

SURVIVING

SUSTAINING

THRIVING

Casa Hogar la Gloria is at the Thriving level in this category. The home has a way of recording their monthly income and expenses; the director keeps receipts and they create a profit and loss statement for each month. Their expense records are kept up to date and are available for review at any given time. They have an internal and external audit of their monthly finances, as well as a follow-up meetings and financial analysis between the director and her board of trustees. The bank account is reconciled monthly and tax returns have been filed in accordance with government requirements. The organization's books or records are validated by a qualified accountant. 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 its major expenditures over \$25,000 dollars, for example, construction projects or major facility improvements; they operate according to an annual budget.

Maintaining good financial practices in this category.



Governance and Human Resource Standard

SURVIVING

SUSTAINING

THRIVING

Casa Hogar la Gloria is at the Thriving level in this category. At Hogar Infantil La Gloria, caregivers are provided with a written document detailing their terms of employment and a job description outlining their job responsibilities, employee benefits and entitlements. 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. Not 100% of the staff has been trained because of new staff in these areas, nor have staff been 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, drinking, cooking, and hygiene. The property and modifications are insured so that they cannot be sold for profit or personal gain. 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 follows 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 in their positions. Employee files are kept, which include a job description, appointment letter, incident reports and proof of ongoing trainings.

An organizational development exercise has been conducted and the organizational chart has been established as a tool for the director to delegate tasks. Care staff have 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 children's home setting. Ongoing meetings are held to discuss issues of concern and improve processes. 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.
- Training staff on strategies to promote children's participation.

Current Improvement Partners



Books, Library Reading (BLR)

BLR's aim is to help kids love to read and read often. We do this through getting them books that match their interests and books that may expand their interests and spark their curiosity. With these books and others, we create a well-organized, fun, and functional library. We 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



A CHILD'S
HOPE
FOUNDATION