



GRETCHEN WHITMER  
GOVERNOR

STATE OF MICHIGAN  
DEPARTMENT OF LICENSING AND REGULATORY AFFAIRS  
LANSING

ORLENE HAWKS  
DIRECTOR

## REDACTED REPORT

November 19, 2019

Kathleen Conroy  
Childtime Childcare, Inc.  
3916 52nd Street SE  
Kentwood, MI 49512

RE: License #: DC700393431  
Investigation #: 2020D0607002  
Childtime Learning Center

Dear Ms. Conroy:

I conducted a special investigation because the child care licensing division received a complaint against your facility that related to licensing rules or law. The allegations were related to the following:

R 400.8140(1) Discipline.

The details of the allegations are in the attached report. To investigate the allegations, I completed onsite inspections on October 28, 2019. I interviewed the person who made the complaint, program director, licensee designee, caregivers, and parents.

As a result of this investigation, I found the following violation(s):

**R 400.8140(1) Discipline.**  
**R 400.8182(3)(a) Ratio and group size requirements.**  
**R 400.8137(10) Diapering; toileting.**

I recommend no change to the current license status.

Due to the violations, you must send us a corrective action plan by 12/9/2019. You can use our [corrective action plan](#) form or create your own.

If you need help writing the corrective action plan, please contact me. If you do not send a corrective action plan, you may face disciplinary action. The corrective action plan must include the following:



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- How compliance with each rule will be achieved.
- Who is directly responsible for implementing the corrective action for each violation.
- Specific time frames for each violation as to when the correction will be completed or implemented.
- How continuing compliance will be maintained once compliance is achieved.
- The signature of the responsible party and a date.

During this special investigation:	Yes	No
A rule or law violation was found and a serious injury or death occurred.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
A rule or law violation was found and abuse and/or neglect of a child occurred.	<input type="checkbox"/>	<input checked="" type="checkbox"/>

You will be sent two copies of this report. One is **not for public disclosure** and one is a **redacted report**.

- The report marked **not for public disclosure** is for your records only. This copy may contain legally protected information. It must not be placed in your licensing notebook.
- The report marked **redacted report** may have some legally protected information blacked out. The **redacted report** and any related corrective action plans must be placed in your licensing notebook. The **redacted report** and any related corrective action plans will be online for parents to review under the [Statewide Search for Licensed Child Care Centers and Homes](#).

Sincerely,

Jessica Miranda-Bevier, Licensing Consultant  
 Bureau of Community and Health Systems  
 Unit 13, 7th Floor  
 350 Ottawa, N.W.  
 Grand Rapids, MI 49503  
 (616) 498-5459

enclosure

**MICHIGAN DEPARTMENT OF LICENSING AND REGULATORY AFFAIRS  
BUREAU OF COMMUNITY AND HEALTH SYSTEMS  
SPECIAL INVESTIGATION REPORT**

**I. IDENTIFYING INFORMATION**

<b>License #:</b>	DC700393431
<b>Investigation #:</b>	2020D0607002
<b>Complaint Receipt Date:</b>	10/24/2019
<b>Investigation Initiation Date:</b>	10/25/2019
<b>Report Due Date:</b>	12/23/2019
<b>Licensee Name:</b>	Childtime Childcare, Inc.
<b>Licensee Address:</b>	3916 52nd Street SE Kentwood, MI 49512
<b>Licensee Telephone #:</b>	(248) 675-4662
<b>Administrator:</b>	Kathleen Conroy, Designee
<b>Licensee Designee:</b>	Kathleen Conroy, Designee
<b>Name of Facility:</b>	Childtime Learning Center
<b>Facility Address:</b>	163 Panther Drive Holland, MI 49424
<b>Facility Telephone #:</b>	(616) 796-6650
<b>Original Issuance Date:</b>	04/09/2018
<b>License Status:</b>	REGULAR
<b>Effective Date:</b>	06/23/2019
<b>Expiration Date:</b>	06/22/2021
<b>Capacity:</b>	88
<b>Program Type:</b>	CHILD CARE CENTER

## II. ALLEGATION(S)

	<b>Violation Established?</b>
During rest time on Wednesday, October 23, 2019, positive discipline methods were not used when caregiver, Kerri Reuter, slammed Child A down, then pushed him down on the mat with her elbow.	Yes
Additional Findings	Yes

## III. METHODOLOGY

10/24/2019	Special Investigation Intake; 2020D0607002
10/25/2019	Special Investigation Initiated – Telephone with Child A's mother 5:06pm-5:35pm
10/28/2019	Inspection Completed On-site with [REDACTED] 9:10am-10:15am and without [REDACTED] from 11:17am-11:47am. Spoke with program director Kristen Leep, School Education Manager, Heather Hart, and caregiver Kaitlyn Phillips, and Regional Manager Kathleen Conroy.
10/28/2019	Contact – Face to Face with caregiver Kerri Rueter at her residence 3:08pm-3:40pm.
10/28/2019	Contact – Document Sent; email to Ms. Leep requesting documents.
10/28/2019	Contact – Document Received; email from Ms. Leep with requested documents.
10/29/2019	Contact – Document Sent; email to Ms. Leep requesting more documents.
11/04/2019	Contact – Document Received; email from [REDACTED]
11/05/2019	Contact – Telephone Call Made; to center, left a message with Ms. Hart to let Ms. Leep know I am requesting more documents.
11/05/2019	Contact – Document Received; emails from Ms. Leep with needed documents.

11/05/2019	Contact – Telephone Call Made; spoke with Child B’s mother, Child C’s mother, and Child D’s mother.
11/06/2019	Contact – Document Sent; email to Ms. Leep
11/06/2019	Exit Conference on the telephone with Ms. Leep
11/06/2019	Contact – Document Received; email from Ms. Leep with requested documents
11/07/2016	Contact – Telephone Call Made; spoke with caregivers Danielle Sheehan and Lynette Bron. Left a voicemail for caregiver Bobbi Quintanilla
11/12/2019	Contact – Telephone Call Made; left a voicemail for caregiver Bobbi Quintanilla
11/13/2019	Contact – Telephone Call Made; spoke with Ms. Leep, Ms. Hart, and Ms. Quintanilla
11/19/2019	Contact – Telephone Call Made; voicemail left for licensee designee Kathleen Conroy
11/19/2019	Exit Conference; via telephone with Ms. Conroy

**ALLEGATION:** During rest time on Wednesday, October 23, 2019, positive discipline methods were not used when caregiver, Kerri Reuter, slammed Child A down, then pushed him down on the mat with her elbow.

**INVESTIGATION:** On October 23, 2019 I received a complaint stating that a caregiver at Childtime Learning Center did not use positive discipline methods with a child in care. This investigation was a joint investigation with [REDACTED]

On October 24, 2019 I spoke with Child A’s mother on the telephone. Child A has been in care at the center for about [REDACTED]. He is enrolled in the Toddler 1 classroom. She stated that on October 23, 2019 around 12:08 pm she was viewing the center’s video feed and observed caregiver, Kerri Reuter, being “rough” with Child A during rest time. He typically is the last one to fall asleep and can be a little “antsy”. He was “flopping around”. She observed Ms. Reuter pick up and set down Child A in a “very firm” manner about three times. She observed Ms. Reuter hold him down on the mat with her arm pushing him down on the mat and her elbow on the back of his neck. Another staff member was present in the room. She could see that Child A was crying during the interactions. Child A’s mother was going to call the center when she saw Heather Hart enter the room and go to Child A. She was able to help him get to sleep. At approximately 12:20pm Child A’s mother emailed

the program director about what she had seen on the video feed. At 12:45pm she saw on the video feed that the program director, Kristen Leep walked into the room and spoke with Ms. Reuter. Child A's mother arrived at the center to pick up Child A. She spoke with program director, Kristen Leep and school education manager, Heather Hart about the incident. Child A is no longer enrolled at the center.

Child A's mother had concerns about biting. Child A came home with a bite mark on his back during the week of October 14, 2019. She did not receive an incident report. She did mention this to a staff member (name unknown) in the room, but they did not know that Child A had been bitten.

On October 28, 2019 [REDACTED] and I made an unannounced on-site inspection at the child care center. We spoke with program director Kristen Leep, School Education Manager, Heather Hart, and caregiver Kaitlyn Phillips.

Kristin Leep has been the program director since June of 2019. Ms. Leep stated that in the afternoon on October 23, 2019 she was in the office speaking with the school education manager, Heather Hart. They heard a child crying in one of the rooms. Ms. Hart left the office to address the concern. A few minutes later she received an email from Child A's mother stating that she was viewing the video feed from the center and she observed caregiver, Ms. Rueter "slamming down and holding down" Child A. She wanted to discuss the incident with Ms. Leep. After receiving the email, Ms. Leep went in to the Toddler 1 room and spoke with Ms. Rueter to ask her what had happened. Ms. Rueter stated that she had been "a little rough" with Child A. There was another caregiver in the room, Kaitlyn Phillips. Child A's mother arrived at the center around 3:00pm. Ms. Leep and Ms. Hart spoke with her about the incident. Ms. Rueter was placed on administrative leave at 4:00pm on October 23, 2019. Ms. Leep, Ms. Hart, and regional manager, Kathleen Conroy viewed a recording of the video feed on [REDACTED]. After viewing the video, Ms. Reuter was terminated. Ms. Leep stated that the video feed showed that Ms. Reuter handled Child A in a "very rough" manner. She was picking him up and setting him down hard. She was not gentle with other children in the room. Ms. Leep stated that the way Ms. Reuter handled Child A "was not how we handle children." There have been no previous incidents or concerns with the care that Ms. Rueter provided. She was always gentle and soft spoken. This behavior is out of character for her. Ms. Leep spoke with Ms. Reuter later. She told her that she had been frustrated because Child A was not listening. She disclosed that she has anxiety and is not currently taking medication. Ms. Leep was not aware of any biting incidents involving Child A. Upon my request she provided me with copies of incident reports for Child A. There were three incident reports on file; one dated October 14, 2019 for a bump on his head, and two dated October 15 and October 17, 2019 for bites on his arm.

Heather Hart is the school education manager and has worked for Childtime Learning Centers for two years. Ms. Hart stated that on October 23, 2019 she was speaking with Ms. Leep in the office and they heard a child crying. She went to see who was crying. He walked around the building and entered the Toddler 1 room.

There she saw Child A crying on a mat. She “sat next to him, put his shoes on, rubbed his head and put him to sleep.” Ms. Reuter and another caregiver, Kaitlyn Phillips were in the room. Neither caregiver said anything to Ms. Hart while she was in the room. Ms. Hart went on a lunch break. When she returned from her break, she was shown the email from Child A’s mother stating that a caregiver had been “handling Child A roughly” and been placed on a mat “too hard”. Ms. Hart has been in the room a few times, at least one to two times a day. She goes into the rooms as needed to support when needed. She has not observed any interactions that were concerning between Ms. Reuter and the children. She has viewed the recording of the video feed and confirmed that Ms. Reuter was “putting Child A down roughly” and that she was “rougher than she should have been.”

Kaitlyn Phillips is the second caregiver in the room and has been employed for approximately one month. She stated that Monday, October 21, 2019 was her first day in the Toddler 1 room. She observed Ms. Reuter “hold down” Child A’s legs during rest time to “keep him from squirming”. On Wednesday, October 23, 2019 Child A was “running around” during rest time. This seemed like typical behavior for him. She didn’t see everything after that because she was helping two other children to sleep. At one point, Child A was near some play equipment. She observed Ms. Reuter “get up”; she “grabbed and dragged” Child A to his mat where she “pushed him down on the mat head first”. Ms. Phillips heard his head hit the floor. She held him down to keep him still. Ms. Reuter said, “I just can’t get him to stay still.” Child A was “crying very loudly”. Ms. Hart came into the room and sat by Child A and got him to sleep. Ms. Phillips was going to address the incident to Ms. Leep but Ms. Leep came and spoke to her before she had the opportunity to. She has not observed any other staff interacting with children in this manner. She felt the way that Ms. Reuter handled Child A was inappropriate.

On October 28, 2019 I completed a second on-site inspection without [REDACTED]. I met with regional manager, Kathleen Conroy to view the recorded video feed from October 23, 2019. The video feed I viewed lasted 25 minutes. It shows Ms. Reuter and Ms. Phillips in the room during nap time. There were eight children on mats positioned on the carpeted area of the room. Ms. Phillips was seated to one side of the room, near a wall. She was seated near two children on mats, rubbing their backs. Child A was moving around the room. Ms. Reuter was seated near the middle of the room surrounded by several other children. For approximately 15 minutes of the video feed Ms. Reuter was picking up Child A and placing him on his mat. I counted 16 times that she set him down. Most of the times he was set down hard or tossed on the mat. I also observed that she would hold him down on the mat with her hand. I did not observe her place her elbow on his neck and put her body weight on him as had been initially reported. At one point she grabbed Child B by one arm and yanked him back on his mat. She pushed Child B down onto the mat. Ms. Reuter moved around the room and placed children on mats. I also observed her sweeping the floor, wiping tables, making notes on the iPad. Near the end of the video, Child A’s body was tense and his mouth was open

wide; indicating that he was crying loudly. At this point Ms. Hart came into the room, sat next to Child A and he fell asleep.

On October 28, 2019 [REDACTED] and I met with caregiver, Ms. Rueter at her residence. She has been the lead caregiver in the Toddler 1 room at Childtime Learning Center since [REDACTED]. This was her first job in child care. She completed training in different rooms and then was assigned to the toddler room. This seemed like a good fit. She stated that on October 23, 2019, Child A was having a hard time at naptime, "he didn't want to lay down on his mat." This was his third week in the program and he "didn't know the routine." "He struggled at naptime." She stated that she "held his legs down, a little bit" and "was super careful." She placed one hand on his back and when he "stop(ped) fighting" she "let go". She did pick him up in a "cradle position" and "put him down gently" on the mat. I informed her that I had viewed the video that I had counted 16 times where she grabbed and placed Child A down on the mat in a hard manner. She stated that she "possibly set him harder than normal, maybe she was a little rough." She was getting frustrated and moved away from him. Child A was crying because he didn't want to lay down. Ms. Hart entered the room and sat with him. Later in the day, Ms. Leep came into the room and asked her what had happened. Ms. Rueter stated that, "Child A had been difficult." She denied saying that she had been "rough" with Child A. Concerning the biting incidents, Ms. Rueter stated that there were two or three times where Child J had been bitten. She would write an incident report the same day of the incident and give to his mother. Ms. Rueter was not aware of being placed on administrative leave. On Wednesday after her shift she was told not to come back to work until the incident was resolved. [REDACTED] she received a phone call and was told she was fired and that there have been complaints from other parents or staff about her interactions with children.

On November 5, 2019 I spoke with Child B's mother, Child C's mother, and Child D's mother. They all stated that they have no concerns about how caregivers handle children and have no concerns about discipline.

[REDACTED]

<b>APPLICABLE RULE</b>	
<b>R 400.8140</b>	<b>Discipline.</b>
	<b>(1) Positive methods of discipline that encourage self-control, self-direction, self-esteem, and cooperation shall be used.</b>
<b>ANALYSIS:</b>	Ms. Rueter did not use positive methods of discipline when she handled Child A roughly on October 23, 2019 during naptime because he would not stay on his mat.
<b>CONCLUSION:</b>	<b>VIOLATION ESTABLISHED</b>

## **ADDITIONAL FINDINGS:**

**INVESTIGATION:** On October 28, 2019 during the interview with Ms. Rueter. She stated that there were several times that she had more than four children in the Toddler room. She stated this was due to either staff showing up late or parents bringing children early. She would be out of ratio for close to 10 minutes because there were no other staff in the building. She did not remember specific dates of when this occurred but it did happen a couple of times the week of October 14, 2019.

On October 28, 2019 I requested and received attendance records for staff and children for the week of October 14, 2019.

On October 29, 2019 I emailed program director, Kristen Leep requesting the face to name logs for all the rooms for the week of October 14, 2019.

On November 5, 2019 I left a message with school education manager, Heather Hart requesting the face to name logs for all the rooms for the week of October 14, 2019. I received the logs via email later in the day from Ms. Leep.

On November 5, 2019 I spoke with Child B's mother, Child C's mother, and Child D's mother on the telephone. Child B's mothers and Child C's mother stated that they have observed the Toddler Room with more than four children and only one staff member. They did not remember specific dates but have observed this a few times, typically at the end of the day.

On November 6, 2019 I spoke with Ms. Leep on the telephone to discuss the face to name logs. During our conversation, it was confirmed that documentation on the logs shows there are a few dates during the week of October 14, 2019 that some of the rooms were out of ratio.

- October 14, 2019 in the Two's room there were eight children with one caregiver from 7:30am-8:00am.
- October 15, 2019 in the Two's room there were six children with one caregiver from 7:25am-8:00am. And from 12:21pm-1:50pm there were eight children with one caregiver.
- On October 17, 2019 in the Toddler room there were eight children with one caregiver from 12:43pm-3:25pm and again from 3:30pm-4:26pm.

I provided technical assistance to Ms. Leep of the importance for staff to maintain accurate information on the face to name logs.

On November 7, 2019 I spoke with caregivers Danielle Sheehan and Lynette Bron. Ms. Sheehan is the lead caregiver in the Toddler room. Both caregivers were aware of the licensing ratio requirements for children under the age of 30 months. Ms.

Sheehan stated that she has not been out of ratio. Ms. Bron stated that she sometimes will have more than four children as they arrive for a few minutes. When this happens staff discuss and decide to move children into other rooms to ensure ratios are met. If they are out of ratio it is for two to three minutes.

On November 13, 2019 I spoke with caregiver Bobbi Quintanilla on the telephone. She is a caregiver in the Infant 1 and Infant 2 rooms. She used to work in the Two's room prior to being assigned to the Infant rooms. She is aware of the ratio requirements for children under the ages of 30 months. She stated that she has been by herself with up to 8 children; for no longer than 30 minutes. This has happened between "five or six times." This has been due to being short staffed.

<b>APPLICABLE RULE</b>	
<b>R 400.8182</b>	<b>Ratio and group size requirements.</b>
	<b>(3) In each room or well-defined space, the maximum group size and ratio of caregivers to children, including children related to a staff member or the licensee, shall be the following:</b>  <b>(a) For infants and toddlers, there shall be 1 caregiver for 4 children and a maximum group size of 12.</b>
<b>ANALYSIS:</b>	Parents and staff have observed the Infant and Toddler rooms over ratio on various dates. Documentation provided by the center shows that the Toddler and Two's Rooms has been out of ratio on October 15, 16, and 17, 2019.
<b>CONCLUSION:</b>	<b>VIOLATION ESTABLISHED</b>

**INVESTIGATION:**

On November 5, 2019 Child C's mother stated that she has concerns about the toileting process that the center was implementing with Child C. He has recently transitioned to the "Two's room" and they note on his daily report that he has "tried". She asked the caregivers there if were making him sit on the toilet or if he was asking to use the toilet. She stated that he has not shown any signs that he is developmentally ready to start toilet training. She mentioned this fact to Heather Hart. Ms. Hart responded, "he's ready." Child C's mother feels that they are pushing Child C to use the toilet before he is ready. She has not received any information about how the center toilet trains toddlers. She has not been asked any information on how she would like Child C toilet trained.

On November 6, 2019 I spoke with Ms. Leep she stated that toilet training typically starts in the Two's room. The primary caregivers will have their children sit on the toilet to "try". She is aware of a time where Child C was put on the toilet or taken to the bathroom and he was "freaking out". She is not certain if staff made him sit on the toilet or take him into the bathroom to try. But the next time he wanted to try because other children were trying. Ms. Leep was not aware if the center had a toilet

training policy. She will contact the licensee designee Kathleen Conroy to ask about a policy.

On November 6, 2019 I received an email with the Toilet Learning policy for the center. It states that “toilet learning is recommended for children between the ages of 2 and 3 years old. The policy outlines that toilet learning includes the cues and signals for readiness and that communication with families is needed to ensure that there is “consistency between home and school.” This policy is part of the handbook that is provided to parents.

On November 7, 2019 I spoke with caregivers Danielle Sheehan and Lynette Bron on the telephone. Ms. Sheehan stated she did not have to toilet train any children. Ms. Bron works mostly in the Two’s room. She stated that she is not certain if she ever saw a toilet training policy; she has not reviewed it recently. Children are not forced to sit on the toilet. If children are not ready to begin toilet training staff will continue to diaper the child.

On November 13, 2019 I spoke with Ms. Hart on the telephone. She stated that children are not forced to try to use the bathroom if they are not ready. She does not recall saying Child C was “ready”. They have had some children that are older and not ready to toilet train and they are not forced.

On November 13, 2019 I spoke with caregiver Bobbi Quintanilla on the telephone. Ms. Quintanilla was not aware of a toilet training policy until a recent meeting where staff were made aware of the policy. She stated that children have not been forced to use the toilet.

<b>APPLICABLE RULE</b>	
<b>R 400.8137</b>	<b>Diapering; toileting.</b>
	(10) Toilet learning/training shall be planned cooperatively between the child’s regular caregivers and the parent so that the toilet routine established is consistent between the center and the child’s home.
<b>ANALYSIS:</b>	The program director Ms. Leep and the staff I spoke with were not aware of the center’s toilet learning policy. Without this knowledge they are not able to plan toilet learning cooperatively. Toilet learning has not been planned cooperatively between Child C’s caregivers and his mother.
<b>CONCLUSION:</b>	<b>VIOLATION ESTABLISHED</b>

**IV. RECOMMENDATION**

Upon receipt of an acceptable corrective action plan, I recommend no change to the license status.



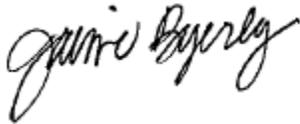
11/19/2019

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Jessica Miranda-Bevier  
Licensing Consultant

Date

Approved By:



11/19/2019

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Jaime Byerly  
Area Manager

Date