



RICK SNYDER
GOVERNOR

STATE OF MICHIGAN
DEPARTMENT OF LICENSING AND REGULATORY AFFAIRS
LANSING

SHELLY EDGERTON
DIRECTOR

November 29, 2018

Julie Everett
Heaven's Little Helpers Child Development Center
6180 Spring Arbor Rd
Jackson, MI 49201

RE: License #: DC380314671
Investigation #: **2018D0197021**
Heaven's Little Helpers Child Development

Dear Ms. Everett:

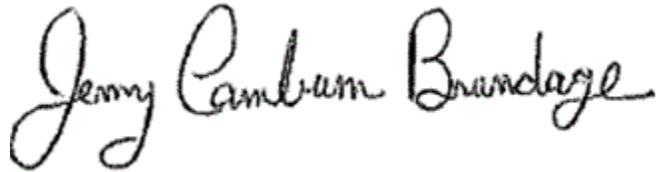
Attached is the Special Investigation Report for the above referenced facility. Due to the violations identified in the report, a written corrective action plan is required. The corrective action plan is due 15 days from the date of this letter and must include the following:

- 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.

Please review the enclosed documentation for accuracy and contact me with any questions. In the event that I am not available and you need to speak to someone immediately, please contact the local office at (517) 284-9720.

Per MCL 722.113g, this report and any related corrective action plans must be filed in your licensing notebook.

Sincerely,

A handwritten signature in black ink that reads "Jenny Camburn Brundage". The signature is written in a cursive, flowing style.

Jenny L. Camburn Brundage, Licensing Consultant
Bureau of Community and Health Systems
301 E. Louis Glick Hwy
Jackson, MI 49201
(517) 262-9717

enclosure

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

I. IDENTIFYING INFORMATION

License #:	DC380314671
Investigation #:	2018D0197021
Complaint Receipt Date:	08/30/2018
Investigation Initiation Date:	08/31/2018
Report Due Date:	10/29/2018
Licensee Name:	Heaven's Little Helpers Child Development Center
Licensee Address:	6180 Spring Arbor Rd Jackson, MI 49201
Licensee Telephone #:	(517) 750-1100
Administrator:	Julie Everett, Designee
Licensee Designee:	Julie Everett, Designee
Name of Facility:	Heaven's Little Helpers Child Development
Facility Address:	6180 Spring Arbor Road Jackson, MI 49201
Facility Telephone #:	(517) 750-1100
Original Issuance Date:	08/25/2011
License Status:	REGULAR
Effective Date:	11/23/2017
Expiration Date:	11/22/2019
Capacity:	35
Program Type:	CHILD CARE CENTER

II. ALLEGATION(S)

	Violation Established?
A caregiver in the toddler room was telling children that they were “bad.” During nap time a little girl in the toddler room got off her cot. The caregiver told her lay back down. The child told her caregiver that she was “mean” and the caregiver responded, “I don’t frickin care.” Another caregiver told a child to “shut their mouth.”	Yes
A caregiver carried a 3-4-year-old male child down the hallway with his pants down. There was feces on his buttocks. The caregiver brought the child to the diaper changer in the toddler room to wipe the feces. The child was kicking and screaming. Another caregiver assisted in holding the child down on the diaper changer to get the remaining feces off. The child was not held down forcefully, but his feet were held up by his head while the caregivers wiped him.	No

III. METHODOLOGY

08/30/2018	Special Investigation Intake 2018D0197021
08/31/2018	Special Investigation Initiated - Telephone Interview with complainant for more information.
09/06/2018	Inspection Completed On-site. Unannounced on-site inspection from approximately 10:55 - 12:10pm. Interviews with program director and licensee Ms. Everette, licensee Ms. Brown, and caregiver Ms. Parker.
09/06/2018	Contact - Face to Face Interview with Department of Health and Human Services Worker Witness 1.
09/07/2018	Inspection Completed On-site Unannounced on-site inspection from approximately 1:37 - 2:15pm. Interviews with Ms. Everette and Ms. Brown.
11/02/2018	Contact - Telephone call made

	Attempted contact with Child C and D's Mother and Child E's Mother.
11/05/2018	Inspection Completed On-site Unannounced on-site inspection from approximately 1:20 - 2:00pm. Interviews with Ms. Everette and Ms. Brown.
11/05/2018	Exit Conference
11/07/2018	Contact - Telephone call received Interview with Child C and D's Mother.
11/09/2018	Contact - Telephone call made Attempted call to Child E's Mother.
11/14/2018	Contact - Telephone call made Interviews with caregivers Ms. Dula, Ms. Reynolds, and Ms. Laidler.
11/26/2018	Inspection Completed-BCAL Sub. Compliance

ALLEGATION: A caregiver in the toddler room was telling children that they were “bad.” During nap time a little girl in the toddler room got off her cot. The caregiver told her lay back down. The child told her caregiver that she was “mean” and the caregiver responded, “I don’t frickin care.” Another caregiver told a child to “shut their mouth.”

INVESTIGATION: I interviewed the complainant. These allegations occurred on either 8/21/2018 or 8/28/2018. The complainant did not know the name of the caregivers or children involved regarding the allegations. The complainant did not actually hear any of the caregivers tell a child to “shut their mouth,” but he or she was told that this occurred.

I interviewed licensee and program director, Ms. Everette. She stated that the center has recently hired several new caregivers due to a large caregiver turnover. Some of the new caregivers have never worked with children before, and they are still learning. She stated that none of the caregivers yell at the children, but there have been some recent correction of new caregivers with their tone of voice. There has not been any concern with what is being said, but how the caregivers say it. For example, “don’t do that” could be said in a more positive and quite tone of voice. Ms. Everette stated that recently a caregiver quit after working only two days in the toddler room saying that the children are “not treated the way that they should be” and the caregivers are calling the children “bad.” Ms. Everette stated that she immediately addressed this with the

caregivers in the room for those two days, Ms. Parker and Ms. Laidler, but neither admitted or reported any concerns. In addition, Ms. Everette has not heard anyone call the children bad, tell a child to shut their mouth, or say “I don’t frickin care” as alleged. She has not observed the caregivers be mean or hurtful. Ms. Everette stressed that she does not believe that the caregivers are trying to be inappropriate, but that the caregivers need more education on how to use positive speech and tone of voice. All caregivers have watched a caregiver to child positive interaction video. In addition, there is a preplanned caregiver training this evening about the use of positive speech and positive tones while working with children.

I interviewed the licensee, Ms. Brown. She stated that the center has recently hired several new caregivers due to a large caregiver turnover. She has not heard anyone call the children bad, tell a child to shut their mouth, or say “I don’t frickin care” as alleged. She stated that none of the caregivers yell at the children, but there has been some recent correction of caregivers with their tone of voice. For example, the new caregivers may tell a child that they are making “bad choices” in a non-positive tone. Ms. Brown stated that no one has expressed any concerns to her directly. She has not observed the caregivers being mean or hurtful. All the caregivers were scheduled to receive additional training regarding positive child care techniques that evening during an all caregiver training.

I observed in the toddler room. I observed eight toddlers interacting with two caregivers. The children were engaged in an art project as well as free play. The caregivers were patient and caring. The children did not express or exhibit any hesitation toward the caregivers. I did not observe any negative caregiver to child interactions.

I observed in the preschool room. I observed 16 preschool aged children with 3 caregivers. The children were engaged in freedom of choice learning and meal time. The room had a loud noise level due to the number of children in care. At times the caregivers raised their voice to gain the children’s attention; however, the caregivers did not yell or lose patience with the children. I observed the caregivers use verbal redirection. During my observation, one child in the room became upset. This child was allowed to retrieve their blanket, which helped the child calm down. None of the children in the room expressed or exhibited any hesitation toward the caregivers. I did not observe any negative caregiver to child interactions.

I interviewed lead caregiver in the toddler room, Ms. Parker. She stated that the center has recently had a large turnover of caregivers. In addition, there has been some recent correction of new caregivers regarding their tone of voice with the children. For example, a caregiver may say, “you need to do what I tell you” in a non-positive tone. The new caregivers are spoken to and educated regarding working with the young children. Ms. Parker denied that she has ever called any of the children bad, told a child to shut their mouth, or say “I don’t frickin care.” She also denied hearing anyone else use that language in the toddler room. Ms. Parker stated that if a toddler refers to the caregivers as “mean” for reminding them to lay down, none of the caregivers have responded in an inappropriate manner. According to Ms. Parker, any incidents

regarding new caregivers using non-positive tones of voice occurred a month ago, or longer. There have been no concerns in recent weeks. Ms. Parker believes that the caregivers strive to be calm and nurturing while assisting the children to learn conflict resolution. In addition, she has not seen any of the children express or exhibit any fear or hesitation toward any of the caregivers.

I interviewed Witness 1. He was present at the center during my on-site inspection. He stated that he visits the center approximately two times a week. He has never observed any interactions that he would consider concerning.

I interviewed Witness 1 a second time. He stated that on 9/6/2018, he went back to the center unannounced. He arrived at approximately 12:00 – 12:15pm. He was standing outside the door, which leads into the center. The door was closed, and he looked through the window down the hallway. He observed a crying child sitting approximately $\frac{3}{4}$ the way down the hallway. There was a caregiver in the hallway. The caregiver “aggressively” told the child to “Sit down! You are not going laugh at me and smile when I tell you to do something!” The caregiver was “yelling” loud enough that he could clearly hear her “all the way down the hallway and through a closed door.” The caregiver retrieved a blanket from a cubicle nearby and “shoved” the blanket into the child’s lap. Witness 1 stated that he was then noticed by the caregiver. He asked the caregiver who was in charge and the caregiver told him that she was. Witness 1 provided a physical description of the caregiver, which matched a general description of Ms. Brown. Witness 1 stated that he felt that the interaction with his child was “aggressive and could have been approached in a more positive manner.” He described the caregiver as “extremely frustrated.”

I completed a second on site inspection to the center on 9/7/2018. I briefly observed the toddler room and preschool room. I did not observe any negative interactions between the caregivers and children.

I interviewed Ms. Everette a second time. Ms. Everette stated that the caregiver meeting held the previous evening was successful. She believed that all the caregivers in attendance were receptive to having positive interactions with the children. Regarding the interaction observed by Witness 1 on 9/6/2018, Ms. Everette stated that the interaction was between Ms. Brown and Ms. Everette’s own child, Child B (age 33 months, male). Ms. Everette gave Ms. Brown verbal permission to “get after him” as he has been giving Ms. Brown “a hard time” while in her room during the day. Child B has also been exhibiting negative behaviors while he is at home. Ms. Everette overheard the interaction between Ms. Brown and her son. At the time, she was inside the infant room that is located by the exit door where Witness 1 was standing. The door to the infant room was open. Ms. Everette did not hear exactly what was being said, but as a parent, she did not feel that Ms. Brown’s raised voice was inappropriate.

I interviewed Ms. Brown a second time. Ms. Brown also stated that the caregiver meeting from the previous evening was a success. All the caregivers were receptive to being positive with their interactions with the children. Regarding the interaction

observed by Witness 1, Ms. Brown stated that the interaction was between herself and Ms. Everette's own son, Child B. Ms. Everette gave her permission to "get on him" due to continued behavioral issues while in the room. On 9/6/2018, Child B refused to help clean up after lunch despite being redirected several times over a 20-minute period. Child B walked out of the room and sat down in the hallway. Ms. Brown followed him out in the hallway while leaving the preschool room door open. She remembered telling Child B to "get your blanket, we are done with this." Ms. Brown handed Child B his blanket. Ms. Brown believed that her voice was raised to a "loud stern tone," but that she was not yelling at Child B. Ms. Brown stated that she later spoke with Ms. Everette about the interaction. Ms. Everette reassured her that nothing that Ms. Brown said concerned her as a parent. Ms. Brown acknowledged that if the child in the hallway would have been a non-relative child, that she would not have communicated in the same manner or tone of voice.

I completed a third on-site inspection to the center. I spoke with both Ms. Brown and Ms. Everette. Both reported that all the caregivers are practicing positive interactions with the children. There have been no further concerns.

I interviewed toddler caregiver, Ms. Laidler. She was employed at the center for approximately one year, but left employment the end of August 2018. Ms. Laidler described her time working at the center as "overall a good experience." She denied the allegations. She has also never heard anyone yell at the children. Ms. Laidler stated that on occasion, a newly hired caregiver "may have used a harsh tone" after redirecting a child five or six times; however, this would be immediately addressed by the other caregivers. Ms. Laidler believes that Ms. Everette and Ms. Brown are motivated to only employ positive caregivers. If a new caregiver is not a "good fit," that caregiver is quickly fired. Ms. Laidler reported no other concerns regarding the treatment of the children.

I interviewed preschool caregiver, Ms. Dula. She has been employed at the center since the end of August 2018. She stated that she loves her job and believes that the children receive good care. She denied the allegations. She has also never heard anyone yell at the children. She believes that the caregiver to child interactions are positive in nature. Ms. Dula stated that she and the other caregivers receive ongoing trainings on positive child interactions.

I interviewed preschool caregiver, Ms. Reynolds. She has been employed at the center for over a year. She denied the allegations. She has also never heard anyone yell at the children. She believes that the children are spoken to in a positive manner. Ms. Reynolds stated that she and the other caregivers receive ongoing training on positive child interactions.

I interviewed Child C and D's Mother. She has used the center for child care since September 2017. Child C (age 2 years, male) attends the toddler room. Child D (age 4 years, female) attends the preschool room. Both children "like" attending the center. Neither child has expressed or exhibited any concerns. Child C and D's Mother has

observed several caregiver interactions, and she has never seen any negative interactions with the children. She noticed that the center recently had a large caregiver turnover; however, despite this, she believes that the children are well cared for and she has no concerns.

I attempted to contact Child E’s Mother but was not successful.

APPLICABLE RULE	
R 400.8140	Discipline.
	(1) Positive methods of discipline that encourage self-control, self-direction, self-esteem, and cooperation shall be used.
ANALYSIS:	Ms. Everette, Ms. Brown, Ms. Parker, and Ms. Laidler acknowledged that some newly hired caregivers have used a non-positive tone of voice while redirecting the children. In addition, Child B received non-positive discipline when Ms. Brown spoke to him in a raised non-positive tone in the center’s hallway away from the other children. Despite Child B being a relative of Ms. Everette, the discipline could have been heard by other non-relative children at the center.
CONCLUSION:	VIOLATION ESTABLISHED

ALLEGATION: A caregiver carried a 3-4-year-old male child down the hallway with his pants down. There was feces on his buttocks. The caregiver brought the child to the diaper changer in the toddler room to wipe the feces. The child was kicking and screaming. Another caregiver assisted in holding the child down on the diaper changer to get the remaining feces off. The child was not held down forcefully, but his feet were held up by his head while the caregivers wiped him.

INVESTIGATION: I interviewed the complainant. The complainant did not know the name of the caregivers, or the name of the child involved regarding the allegation. This allegation occurred on 8/28/2018.

I interviewed Ms. Everette. She identified the child in question as Child A (age 3, male). Child A is a relative of licensee, Ms. Brown, and he attends the preschool room. He was initially in the bathroom, but he refused to allow the caregivers to assist him in wiping after having a messy bowl movement. Child A began to have a temper tantrum. To get him clean, Ms. Everette carried Child A down the short hallway to the toddler room’s changing table. His pants were kept down to keep the feces from spreading

onto his clothing. There were only center employees present at the time. Ms. Brown also assisted. The two caregivers did help hold his legs while he was being cleaned; however, Child A was not in an uncomfortable position. Although Child A was “not happy” about getting cleaned up, he was “fine” once clean, and he returned to the preschool room. Ms. Everette believes that this incident was handled appropriately.

I interviewed Ms. Brown. She stated that she was present when her relative, Child A, needed assistance with getting clean after using the bathroom. Child A refused to allow the caregivers to clean him in the bathroom. Child A was carried to the toddler room and placed on the diaper changing table. Child A was cleaned quickly and he was verbally comforted as he was upset. Child A was not held in an uncomfortable position while on the table. Ms. Brown stated that given the situation, taking Child A to the changing table was the best option to be sure that he was provided with appropriate care.

I interviewed Ms. Parker. She remembered seeing Child A carried into the toddler room last week. Child A was upset after having an accident. He had feces on him that needed to be cleaned. Both Ms. Everette and Ms. Brown worked to clean Child A while speaking to him in attempts to help him calm down. Child A was cleaned, and he returned to the preschool room without incident. Ms. Parker had no concerns with how the situation was handled, saying that Child A was provided with appropriate care.

I interviewed Witness 1. He has never observed any bathroom related interactions that he would consider concerning.

I interviewed Ms. Laidler. She vaguely remembered Child A being brought into the toddler room as he needed extra assistance in getting clean after having a bowel movement. Ms. Everette and Ms. Brown assisted Child A. Ms. Laidler had no concerns with how the situation was handled. Child A was cleaned, and he returned to the preschool room without incident.

I interviewed Ms. Dula. She remembered Child A using the bathroom. He refused to let anyone wipe him after having a bowel movement. Ms. Brown and Ms. Everette responded and carried Child A to the changing table in the toddler room. Ms. Dula had no concerns with how this was handled, saying that he was well cared for the entire time. When Child A came back to the preschool room, he was not upset.

I interviewed Ms. Reynolds. She remembered Child A using the bathroom. Child A needed extra assistance in getting clean. Ms. Everette and Ms. Brown took him to the toddler room’s changing table to assist him in getting clean. She has no concerns with how the situation was handled.

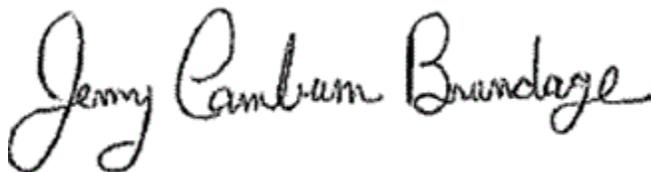
I interviewed Child C and D’s Mother. She stated that Child C is in the process of being toilet trained. The center caregivers are “very accommodating and helpful” with the toilet training process. She has never had any concerns and feels that toilet training is

handled in positive manner. She has no concerns that Child C is not being appropriately cleaned following bathroom accidents.

APPLICABLE RULE	
R 400.8125	Staff and Volunteers.
	(1) All staff and volunteers shall provide appropriate care and supervision of children at all times.
ANALYSIS:	The children receive appropriate care and supervision while being cleaned. The children are cleaned timely after toilet learning accidents.
CONCLUSION:	VIOLATION NOT ESTABLISHED

IV. RECOMMENDATION

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



11/29/2018

Jenny L. Camburn Brundage
Licensing Consultant

Date

Approved By:



11/29/2018

Erika Bigelow
Area Manager

Date