



STATE OF MICHIGAN
DEPARTMENT OF LICENSING AND REGULATORY AFFAIRS
LANSING

GRETCHEN WHITMER
GOVERNOR

ORLENE HAWKS
DIRECTOR

May 5, 2023

Christine Scott
Adrian Public Schools
340 E. Church Street
Adrian, MI 49221

RE: License #: DC460389624
Investigation #: 2023D0104012
Adrian Head Start at Drager

Dear Ms. Scott:

I conducted a special investigation because the child care licensing bureau received information regarding your facility that related to licensing rules or law. The information was related to the following:

R400.8125(1) Staff, volunteer; requirements.
R400.8140(4) Discipline.

The details of the information are in the attached report. To investigate:

- I interviewed the person who made the complaint, program director, licensee, licensee designee, child care staff member, and parents.
- I completed on-site inspections on the following dates: 3/14/2023.

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

R400.8125(1) Staff, volunteer; requirements.
R400.8140(4) Discipline.

I recommend no change to the current license status.

Due to the violations, you must send us a corrective action plan by 05/25/2023. 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:

- 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"/>

This report and any related corrective action plans must be filed in your licensing notebook. This 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](#).

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) 284-9730.

Sincerely,



Timothy A Swope, Licensing Consultant
 Child Care Licensing Bureau
 611 W. Ottawa Street
 P.O. Box 30664
 Lansing, MI 48909
 (517) 262-9838

enclosure

**MICHIGAN DEPARTMENT OF LICENSING AND REGULATORY AFFAIRS
CHILD CARE LICENSING BUREAU
SPECIAL INVESTIGATION REPORT**

I. IDENTIFYING INFORMATION

License #:	DC460389624
Investigation #:	2023D0104012
Complaint Receipt Date:	03/09/2023
Investigation Initiation Date:	03/14/2023
Report Due Date:	05/08/2023
Licensee Name:	Adrian Public Schools
Licensee Address:	340 E. Church Street Adrian, MI 49221
Licensee Telephone #:	(517) 263-2468
Administrator:	Christine Scott, Designee
Licensee Designee:	Christine Scott, Designee
Name of Facility:	Adrian Head Start at Drager
Facility Address:	340 E. Church Street Adrian, MI 49221
Facility Telephone #:	(517) 263-2468
Original Issuance Date:	11/28/2017
License Status:	REGULAR
Effective Date:	05/28/2022
Expiration Date:	05/27/2024
Capacity:	192
Program Type:	CHILD CARE CENTER

II. ALLEGATION(S)

	Violation Established?
On 3/9/23, Child Care Staff Member 1 (CCSM 1) yelled at Child A (age 5 ½ years, male) while he was in the calming area. CCSM 1 was also heard yelling at the class using threats to call their parents to control unwanted behaviors.	Yes

III. METHODOLOGY

03/09/2023	Special Investigation Intake 2023D0104012
03/14/2023	Special Investigation Initiated – Unannounced onsite from 10:30 am until 1:30 pm. Interview with Ms. Christine Scott, licensee designee, CCSM1, CCSM2, CCSM3, and CCSM4.
03/14/2023	Contact document received – incident report
04/11/2023	Contact - Telephone interview with Child A's Mother.
04/11/2023	Contact - Telephone interview with Child B's Mother.
04/11/2023	Contact - Attempted telephone interview with Child C's Mother - left message.
04/12/2023	Inspection completed - sub-compliance
04/21/2023	Exit conference with Ms. Scott, licensee designee.

ALLEGATION: On 3/9/23, Child Care Staff Member 1 (CCSM 1) yelled at Child A (age 5 ½ years, male) while he was in the calming area. CCSM 1 was also heard yelling at the class using threats to call their parents to control unwanted behaviors.

INVESTIGATION: On 3/9/23, I made a telephone call to the complainant to gain further information regarding the allegations.

On 3/9/23, I reviewed the incident report submitted to the department. The incident report stated that on 3/9/23 at approximately 11:00 a.m., CCSM 1 could be heard yelling at Child A while he was in the calming area stating that “you cannot leave the clam down area, I told you to stay here.” She also said, “you’re not allowed to lay down, you need to sit.” CCSM 1 was using the calming space punitively as a time out area. CCSM 1 was also heard yelling at the class using threats to call their parents to control unwanted behaviors.

On 3/14/23, I conducted an unannounced onsite inspection to the center and interviewed Ms. Christine Scott, licensee designee. I informed Ms. Scott of the allegations. Ms. Scott confirmed the allegation indicating on 3/9/23 around 11:00 a.m., another CCSM overheard CCSM 1 yell at Child A while he was in the calming area stating that “you cannot leave the clam down area; I told you to stay here.” She also said, “you’re not allowed to lay down, you need to sit.” CCSM 1 was using the calming space punitively as a time out area. CCSM 1 was also heard yelling at the class using threats to call their parents to control unwanted behaviors. According to Ms. Scott, this was not the first incident they have had with CCSM 1 yelling at the children. Ms. Scott said CCSM 1 has been working at the center since June of 2019. Since that timeframe, Ms. Scott said CCSM 1 had some previous concerns with behavior control and the tone of voice she sued with the children. CCSM 1 was on a performance improvement plan in May of 2022 for having a negative climate, teacher sensitivity, behavior management and regard for student perspective. The performance improvement plan made the following expectations for CCSM 1:

- CCSM 1 will not make any sarcastic or disrespectful comments towards the students. She will be aware of her tone of voice and will not display irritability or negativity towards the children.
- The children will become comfortable seeking support from, sharing ideas with, and responding freely to CCSM 1.
- CCSM 1 will effectively redirect misbehavior by focusing on positive and making use of subtle cues. Behavior management will not take away significant time from learning.

Ms. Scott said CCSM 1 has been provided with administrative support since partaking in the performance improvement plan that included classroom role modeling, ratio support, visuals, and coaching. CCSM 1 was also provided trainings that support social and emotional wellbeing of the classroom. Ms. Scott said classroom observations have taken place since CCSM 1 went on the

performance improvement plan. Ms. Scott said CCSM 1 works in the preschool classroom 206 with CCSM 2 on 3/9/23. Ms. Scott also provided me with CCSM 3's information who also works with CCSM 1 in the classroom.

I reviewed the centers discipline policy. The center discipline policy indicates that their discipline policy follows both the Michigan Child Care Center Licensing Rules and Head Start Performance Standards regarding discipline. Ms. Scott said all the CCSMs are trained to utilize curriculum appropriate conflict resolution techniques, Handle with Care behavior management and crisis intervention techniques, and Conscious Discipline principles to promote social-emotional learning, discipline, and self-regulation. The discipline policy states that staff at no time will inflict, physical punishment, verbal punishment that includes screaming, teasing, humiliating, intimidating, shaming, insulting, blaming, threatening, frightening, laughing, or discussing behavior in front of children. Ms. Scott acknowledged all the CCSMs, to include CCSM 1 receiving training on the centers discipline policy at the time of hire and annually thereafter.

On 3/14/23, I interviewed CCSM 4 at the center. CCSM 4 has worked at the center for approximately three months as the mental health and disabilities coordinator. CCSM 4 was informed of the allegation. On 3/9/23, CCSM 4 said she was observing Child A in his classroom. Shortly after leaving the classroom and returning to her office that is located adjacent to the classroom, CCSM 4 heard CCSM 1 yell at Child A telling him "You cannot leave the clam down area; I told you to stay here." CCSM 1 also told Child A, "you're not allowed to lay down, you need to sit." While he was in the calming area of the classroom. CCSM 4 acknowledged the classroom having a calm down area for the children which is to be used as a safe place for the children to go when they are feeling anxious or overwhelmed. This is an area set up to assist the children to learn how to regain control of themselves before having a meltdown. CCSM 4 said the calming area is not supposed to be used in a punitive manner by the CCSMs but rather be a redirection tool to assist the CCSM in letting the child know there is a safe place for them to go in the classroom when they are feeling anxious or overwhelmed. CCSM 4 felt CCSM 1 was using the calm down area punitively with Child A when she yelled at him and made him sit while in the calming area in lieu of laying down. CCSM 4 said classroom 206 has a lot of behaviorally challenging kids and she often stops into the classroom to assist and observe the children in the classroom. CCSM 4 said on 3/9/23, she also heard CCSM 1 yell at the class and threaten to call their parents if they misbehave. CCSM 4 said all the CCSMs receive training on "conscious discipline" that the center uses with the children which is a social-emotional learning philosophy designed to address the CCSM's skill set and internal states first, and then empowering the CCSM to teach and model these skills with the children. CCSM 4 did not feel CCSM 1 used any of her conscious discipline role modeling with Child A when she yelled at him for misbehaving and used the calming area punitively rather than as a safe place for the children to visit when they need to self-regulate themselves.

On 3/14/23, I interviewed CCSM 2 at the center. CCSM 2 has worked at the center for one and half years and worked with CCSM 1 in room 206 for the past seven months. I informed CCSM 2 of the allegation. CCSM 2 acknowledged working in classroom 206 on 3/9/23 but left early due to feeling ill. Regarding the allegation, CCSM 2 said she has heard CCSM 1 yell at the children. CCSM 2 said when the children don't listen or misbehave, CCSM 1 gets frustrated and yells at them for their behaviors. CCSM 2 felt CCSM 1 got frustrated with the children not listening and lost her composure then began yelling at them. CCSM 2 said CCSM 1 got frustrated with the children and told them if they do not behave, they are going to sit down or take away their learning jobs like going to the large motor room. CCSM 2 said CCSM 1 got frustrated with the children this morning for not listening and yelled at them telling them if they did not listen, they were just going to sit down and take work time away from them. CCSM 2 was not present on 3/9/23 when CCSM 1 allegedly yelled at Child A in the calming area. Regarding the calming area, CCSM 2 acknowledged the classroom having a calming area for the children to go to when they need to collect themselves from feeling anxious. CCSM 2 said the area contains a small seating area and some books and fidget toys for the children to use to help them regain control of themselves. CCSM 2 said when a child goes to the calming area, the CCSM can ask the child if they are ok or if they want to talk, by engaging with them in a comforting way. CCSM 2 said she has seen CCSM 1 take toys away from children in the calming area and tell the children they would be going for a time-out in the calming area when they misbehave.

On 3/14/23, I interviewed CCSM 3 at the center. CCSM 3 has worked as a floater at the center for three and a half months. I informed CCSM 3 of the allegation. CCSM 3 acknowledged working in classroom 206 on 3/9/23 around 10:00 a.m. after CCSM 2 left early for feeling ill. CCSM 3 said she worked in classroom 206 with CCSM 1. On 3/9/23, CCSM 3 said Child A did not want to listen. CCSM 3 heard CCSM 1 say those words, that included "you cannot leave the clam down area, I told you to stay here." She also said, "you're not allowed to lay down, you need to sit." to Child A but did not feel that CCSM 1 said those words maliciously but rather out of frustration as there were a lot of behavior issues in the classroom on 3/9/23. CCSM 3 said if she felt CCSM 1 was losing control of her emotions with Child A, she would have intervened and took over with Child A. CCSM 3 said CCSM 1 is very loud spoken. CCSM 3 has not heard CCSM 1 threaten children about calling their parents but rather has heard CCSM ask the child if she needs to call their parent. CCSM 3 feels some of CCSM 1's approach in working with children comes from her being older in age and being raised in the south. CCSM 1 feels CCSM 1 likes working with the children, and she does not think CCSM 1 would do anything intentionally to harm a child.

On 3/14/23, I interviewed CCSM 1 at the center. CCSM 1 has worked at the center for four years and works in classroom 206. I informed CCSM 1 of the allegation. CCSM 1 did not recall yelling at Child A on 3/9/23. CCSM 1 acknowledged having a loud voice and recently having some throat issues causing her to have to speak

louder when talking. CCSM 1 described Child A as being “defiant” and does not like to listen. CCSM 1 said she has to redirect Child A constantly throughout the day. CCSM 1 said she has spoken with Child A Parents in numerous occasions regarding him not listening. CCSM 1 acknowledged taking conscious discipline training and said that you give a child two chances to comply otherwise you show them what is expected of them. Regarding CCSM 1 yelling at the classroom and threatening to call their parents when they misbehave, CCSM 1 said that she has told the children that their mom is going to ask her how you did, let me give her a good report. CCSM 1 said Child A comes with “a lot of baggage” as he has been homeless and seen a lot of stuff. She has had conversations with Child A to try and figure out how she can help him. CCSM 1 acknowledged Child A going to the cool down area on 3/9/23. When Child A went there, she went along with him so she could talk with him. CCSM 1 explained to Child A that he needed to sit with her so they can talk, not lay down. CCSM 1 said they do not sue time-outs with the children but rather talk with them. CCSM 1 explained that she told Child A that he needed to calm his body, sit down so they could talk and figure out what to do better. CCSM 1 denied yelling at the children and again said that her voice has a loud tone and having to talk over the noise room in the classroom. She said daily, she tells all of the children that she is glad that they are here. She would never do anything to put any child in harm’s way to include yelling or threatening them. CCSM 1 said if she becomes frustrated with a child, she will walk away or do the star breathing which states that you should stop and take a deep breath when your becoming anxious or frustrated. She would also have another CCSM exchange with her if she became frustrated. CCSM 1 denied ever threatening children with learning activities if they misbehave. CCSM 1 tells the children that they would have to wait for the next learning activity until everyone calmed down. CCSM 1 said due to her sore throat, she had to break the children into separate groups because she could not speak loudly. Some of the children sat with her at the table while others went to the carpet area with CCSM 3. CCSM 1 acknowledged the classroom having a cooling off area for the children. The cooling off area has small toys, balls, teddy bear, and fidget toys for the children to use when they are anxious and need to calm down. CCSM 1 denied ever restricting Child A nor any child from being able to use the toys in the cooling off area. She has had to redirect children who were playing with the teddy bear that it is to be shared with other children who are upset and in the cooling off area. I provided CCSM 1 with consultation regarding the use discipline and although she said the center does not use time-outs, when she tells the children in a loud voice, they will be sent to a calming area for a time-out in an attempt to control the child’s unwanted behavior; this behavior could be perceived as threatening the child to conform to her expectations. We discussed how the calming area was a place used in the classroom for the child to perceive as a safe place where they could go on their own to self-regulate themselves when they are feeling anxious and overwhelmed. The purpose of this area is to help teach the child to self-regulate themselves, so they can clear their minds and rejoin the group or activity in a more productive state. CCSM 1 expressed an understanding to the importance of the use of positive discipline methods and noted that she does follow the conscious discipline

training and said that she gives a child two chances to comply otherwise she shows them what is expected. She said when she speaks in a loud voice it is to talk over the noise level not to yell at the children.

On 3/15/23, Ms. Scott informed me that CCSM 1 had placed her resignation in with the center and she would no longer be working at the center effective 3/23/23.

On 4/11/23, I separately interviewed Child A's Mother and Child B's Mother via telephone. Neither Child A's Mother nor Child B's Mother expressed any concerns regarding the care and supervision the center provides for their children each day. Both parents acknowledged the classroom having a staffing change in March 2023, as CCSM 1 resigned from her position. Child A's Mother said Child A has been struggling with not seeing CCSM 1 as he had a good relationship with her. Both Child A's Mother and Child B's Mother had no concerns with the centers communication and acknowledged the center communicating with them regarding their child's experiences while in care. Both Parents said their children enjoy the center and look forward to attending care each day.

APPLICABLE RULE	
R 400.8125	Staff; volunteer; requirements.
	(1) All staff and volunteers shall provide appropriate care and supervision of children at all times.
ANALYSIS:	On 3/9/23, CCSM 1 did not provide the children with appropriate care and supervision when she yelled at the class using threats to call their parents to control unwanted behaviors.
CONCLUSION:	VIOLATION ESTABLISHED

APPLICABLE RULE	
R 400.8140	Discipline.
	(4) A written policy must be developed and implemented regarding the age appropriate, non severe discipline of children. The policy must be provided to staff and parents.

ANALYSIS:	On 3/9/23, CCSM 1 did not implement the centers discipline policy correctly when she used the calming area punitively to control unwanted behaviors from Child A. While Child A was in the calming area, CCSM 1 yelled at Child A saying "you cannot leave the clam down area, I told you to stay here." CCSM 1 also said, "you're not allowed to lay down, you need to sit."
CONCLUSION:	VIOLATION ESTABLISHED

IV. RECOMMENDATION

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

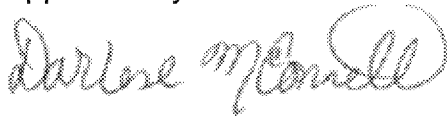


04/21/2023

Timothy A Swope
Licensing Consultant

Date

Approved By:



05/05/2023

Darlese McConnell
Area Manager

Date