



GRETCHEN WHITMER
GOVERNOR

STATE OF MICHIGAN
DEPARTMENT OF
LIFELONG EDUCATION, ADVANCEMENT, AND POTENTIAL
LANSING

Michelle Richard
ACTING DIRECTOR

5/5/2024

Clubhouse Childcare Services LLC
10565 Northland Drive,
Big Rapids, MI, 49307

License Number: DC540405372
Special Investigation Number: SI-00122003

Dear Clubhouse Childcare Services LLC,

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:

Rule/Law Number	Rule Description
R 400.8125(1)	All staff and volunteers shall provide appropriate care and supervision of children at all times.

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

- I interviewed: licensee designee, child care staff members and parents..
- I completed on-site inspections on the following dates: 02/26/2024.

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

Rule/Law Number	Rule Description
R 400.8125(1)	All staff and volunteers shall provide appropriate care and supervision of children at all times.

Due to the violations, you must send us a [corrective action plan](#) by 5/26/2024. You can use our corrective action plan form or create your own.

If you need help writing the corrective action plan, please contact licensing consultant Tarah Okarski at (616) 916-2490 or okarskit@michigan.gov. If you do not

send a corrective action plan, you may face disciplinary action. The corrective action plan must include the following:

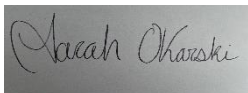
- How compliance with each rule will be achieved.
- Who is directly responsible for implementing the corrective action for each violation.
- Specific time frames for each violation as to when the correction will be completed or implemented.
- How continuing compliance will be maintained once compliance 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 this report for accuracy and contact your consultant, Tarah Okarski at (616) 916-2490 or okarskit@michigan.gov. In the event that Tarah Okarski is not available and you need to speak to someone immediately, please contact the Child Care Licensing Bureau at 517-284-9730.

Sincerely,



Tarah Okarski, Licensing Consultant

Enclosure

**MICHIGAN DEPARTMENT OF
LIFELONG EDUCATION, ADVANCEMENT, AND POTENTIAL
CHILD CARE LICENSING**

Report Type: Special Investigation Report

Date of Report: 5/5/2024

Special Investigation Number	Complaint/Incident Receipt Date
SI-00122003	2/20/2024
Investigation Initiation Date	Report Due Date
4/24/2024	//
License Number	Licensee Name(s)
DC540405372	Clubhouse Childcare Services LLC
Facility Name	Licensee Designee(s)
Huntesy's Clubhouse	Kimberley Ann Steig Trisha Renee Kwant Barbara Ann Dunn Erica Anne Taylor Jennifer Marie Cantrell Jessica Marie Regan Alexis Marie Cumings
Program Type	Central Administrator(s)
Center	
Capacity	Program Director(s) Name
111	
Facility Address	Mailing Address
14514 220th Ave, Big Rapids, MI, 49307	10565 Northland Drive, Big Rapids, MI, 49307
Facility Phone Number	Facility Email Address
2312772716	hello@hunteysclubhouse.com
Original License Issuance Date	License Status:
2/5/2021	Provisional 1
License Effective Date:	License Expiration Date:
12/19/2023	6/19/2024

ALLEGATION(S)

	Violation Established?	
The infants are not being provided appropriate care and supervision due to a mass amount of child care staff members in the afternoons.	Yes	

METHODOLOGY

Date	Activity
4/24/2024	Special Investigation Case Created SI-00122003
2/26/2024	Contact – Phone Call Made Spoke with Child A's Mother, Child B's Mother and Child C's Mother
2/26/2024	Special Investigation Initiated via On-site
3/19/2024	Contact – Phone Call Made Spoke with licensee designee Jessica Regan

ALLEGATION: The infants are not being provided appropriate care and supervision due to a mass amount of child care staff members in the afternoons.

INVESTIGATION:

I completed an onsite inspection at the child care on 2/26/2024, upon arrival it was learned the licensee designee/program director, Jessica Regan, was not at the child care site that day due to training. I was able to speak with child care staff member 1 (CCSM 1) who is the assistant director in the absence of the Jessica Regan. In addition I spoke, Child Care Staff Member 2 (CCSM 2), Child Care Staff Member 3 (CCSM 3), Child Care Staff Member 4 (CCSM 4), Child Care Staff Member 5 (CCSM 5), Child Care Staff Member 6 (CCSM 6), Child Care Staff Member 7 (CCSM 7), and Child Care Staff Member 8 (CCSM 8).

I explained to CCSM 1 that we had received a complaint in regards to the infant room, that it appears to be “chaotic” at pick up with new child care staff members often and communication issues between the morning and afternoon staff. CCSM 1 stated that they did just go through a turn-over in staff because of the college breaks, they are located close to Ferris State University and this is where many of their child care staff members come from. These staff typically will work the closing shifts and since the infant room is the last room open in the “front of building” space, it does see some of that staff turn over because of closers. CCSM 1 leaves at 4:00 pm most days so she does not observe the closing routines and combining of rooms due to numbers. She did indicate that there is a closing manager, Child Care Staff Member 7 (CCSM 7) who could explain better how their system works in closing classrooms as numbers drop closer to the 6:00 pm closing time.

The child care center administration keeps a spreadsheet that lists out the times of the day at the top, with the names of the children and child care staff members down the side. This allows them to do child care staff member to child ratio checks every hour to make sure when they are opening rooms and closing rooms at the start and end of the day, they are always maintaining ratio. I was able to observe this list in the infant room to try and understand how many different child care staff members were in the room between the full time staff assigned to that room, the floaters that fill in on full time staff

days off, and the closers. For the month of February, there were thirteen different child care staff members that had been in the infant room.

I asked what training looks like for the new hires, as many of them are referred to as “floaters,” meaning they go into whatever classroom needs an additional person due to staff to child ratio requirements. I wanted to understand if the child care staff members that are not assigned primarily in the infant room receive training on how to care for those age children since there are so many licensing requirements such as daily sheets, primary caregivers, diaper protocol and such. CCSM 1 stated that they typically receive five days of orientation, two days they do the opening shift and three days they do the closing shift. They will work in each classroom but try to concentrate them on the area they will cover the most. A whiteboard specifies each infant in the room, what they can eat (such as solids, baby food, ect.) and another white board specifies what time they need to eat again, when they were changed last and what time they napped. This is also all documented in the app that is used to communicate with the parents.

Next I spoke with CCSM 2, she stated when she first started a little over a year ago she was a floater but recently transitioned to the lead caregiver role in July of 2023. I explained that we received a complaint that things are a little chaotic in the infant room and asked how she felt things were going. She stated that she knew that there was an incident recently where the wrong bottles were sent home with one of the infants, but she does not believe the baby was fed the wrong bottle just that once it was clean it was put in the wrong bag. I asked her to walk me through what the process of feeding a baby a bottle is, she stated that all the bottles are labeled in the fridge with the infants first and last name so when it is time for their bottle you look and grab the one labeled for them. You know when they are due for a bottle by looking at the white boards, one white board says the last time they ate and then another one says how often they eat. So for example when an infant arrives in the morning they ask the parent that drops off when was the last time they ate, they write that time on the board. If that infant eats every three hours then they know three hours from the last time they ate is time to feed that particular infant. Once they eat the bottle, they rinse the bottle and put it back in the child’s bag or bottle cooler.

CCSM 2 explained she typically works with the same three staff depending on the day, she works Tuesdays, Thursdays and Fridays until around 4:00 PM. Herself, CCSM 3, CCSM 9 and CCSM 10 work in the infant classroom for the majority of the day. She said that it is kind of random on who comes in to relieve her because they are the last room to close so as they close rooms, child care staff members from other rooms will come in there. They used to have the same closers but the last couple of weeks that has been changing often because of child care staff changes. Recently they have added pictures of the infants with their names under it so that if someone is new in the classroom and does not know who each infant is, they can double check the picture with the white board to make sure they know which infant they have and which bottle they get. CCSM 2 stated that the infant room can be overwhelming when you are new but the four consistent staff members have it down pat and do a good job.

CCSM 3 stated that she started in December and she floated in different rooms for the first month or two but now is full time in the infant room. Her schedule just changed so now she works most days 10:00 am to 5:30 pm. They have nine consistent babies in the room every day and she typically works with the same three staff until the afternoon when the toddler classroom starts combining with them and then staff also change depending on the day. When asked about communication between the staff, CCSM 3 stated that she is very strict about this now that she is in the infant room full time. She tells whoever is taking over for her who still needs a bottle, puts their blankets in their bags, makes sure to tell the closers to change the infants. She stated that there was a period of time that the closing staff were just kind of thrown in there so they might not know who each baby was.

I explained to CCSM 3 that I had learned that an infant was sent home with the wrong bottles and asked if she was aware of this situation. She stated that she was made aware of it because Jessica Regan talked with them to make sure they are double checking everything when they are feeding the infants and when they are sending things home.

CCSM 4 stated she has been at this consistently since September, prior would also work at the Howard City location. She is assigned to the Toddler classroom but this is the first classroom to shut down as the numbers start to drop so she will move to other classrooms once this occurs. On Wednesdays she goes into the infant room as numbers drop and feels like she knows the babies pretty well. She stated that many different people will close but she does not, she leaves no later than 5:15 pm. She was unaware of a time that an infant got a wrong bottle, but thinks if that happened that maybe it was because two infants have the same bottle. So maybe after it was rinsed out they just put it in the wrong bag.

CCSM 5 stated on Mondays and Wednesday's she will move to the infant room once her toddler room closes, she feels like she knows who each infant is without having to look at the pictures that were recently placed up with the infant's names. I asked how she knows which infant needs what when she gets in the room, she stated that the infant staff will tell her before they leave but there is also a white board that you can look at to see when they eat next. If they need to eat she will look in the assigned spot in the fridge that is labeled for each infant, then look at the bottle to make sure that the infant's name on it was right. Once they are done eating then they will rinse it out and put it in the cooler or bag that the infant brings at the beginning of the day. CCSM 5 stays till 5:30 at the latest so she does not close.

CCSM 6 stated she has been at the child care center for the last three and a half years, she is the co-lead in the Woddlers room. She does sometimes go into the infant room if numbers in their room are down closer to the end of her shift. If she does not know the name of an infant, typically CCSM 3 is in there and she can ask her. If an infant seems fussy and she thinks they may need a bottle she will look at the white board in the room, pro-care (the app used for communication) or ask CCSM 3 if she is still there. She was

not there the day the incident occurred with the wrong bottle going home with the infant but she was made aware of it.

CCSM 7 stated she is the night manager. She explained that she is in charge of transferring students once numbers drop and combining the classes for staff to child ratio purposes. She is also in charge of parent communication if one of them needs something and then also in charge of the out order of child care staff members, pending on what time they got in is dependent on what order they get to leave for the day based upon numbers. She also makes sure that all nighttime chores are done so that it is clean and ready to go. I explained that we had received a complaint about the infant room and that there is a concern that the infants aren't being care for appropriately because there is so many changes in child care staff members. She stated that she could see why this would be a concern because it is the last room to close so there are many different child care staff members in there as of recent because of staff changes. They used to have the same consistent closeres in the front of the building and in the back of the building but many times when caregivers leave the closing people shift into other roles. She gave the example of CCSM 3 used to close the front of the building but when a full time spot opened in the infant room, she transitioned into that spot.

CCSM 7 explained that it can feel chaotic towards the end of the day because they have sort of a mass exit of children all at the same time. So you can have two to three parents coming in to take their child from the infant room at the same time. All parents have to have a code to get in and she feels she would recognize if anyone was in the building that wasn't supposed to be but stated that she can understand why it feels chaotic to parents. I asked about the bottle incident that was reported by other staff, she stated that on two occasions empty bottles were sent home with the wrong infant so the parent called Jessica Regan to tell her about it. I asked how they verified that the bottles were just put in the wrong bag, not fed to the wrong baby and then put in the bag and she said she didn't think Jessica Regan verified this but just made the assumption that the bottles were just put in the wrong bag because they all come out of the fridge and are rinsed in the sink. On another occasion a child care staff member that was newer to the infant room was standing by the door and when the mother of Child A (infant, age 5 months) came to get her she was handed another infant. CCSM 7 was right there and said that Child A's Mother said "that's not my kid," and she helped the newer child care staff member hand her the right baby. Since that time the pictures have been implemented and they are working on getting consistent staff in that room for the closing period of time.

CCSM 8 stated she has been at the center since fall, and she is a floater. I asked how the training was for her and she felt like they do a good job showing them where everything is and how the events of the day are supposed to go. She gets more comfortable the more she works in the rooms and is not afraid to ask the full-time staff in the rooms how to do different things. She also knows that in the infant room she can check the marker board for times that children need to be fed and such, but they also do a good job of communicating this as they switch.

CCSM 11 stated she typically comes in to close the infant classroom. Depending on the day she arrives at the child care center anywhere from 3:00 pm to 4:30 pm and then stays till 6:00 pm or shortly after. She does on occasion close the back of the building, which is the pre-k room. She stated that when she arrives she makes sure to get details of what infants are still there and what they need before the other child care staff members leave. This information is also communicated on a white board with what time they will need to eat and what time they need to eat next. When she gets there at 4:30 she does not typically need to feed any bottles to infants. When she first started if she did not recognize an infant she would ask another staff member to confirm. In regards to the incident with the baby getting the wrong bottle sent home she feels like it was just the wrong empty bottle was put in the bag, that they did not feed the wrong bottle to an infant. The parent messaged Jessica Regan when they got home and noticed that they had the wrong bottles, Jessica Regan then sent a group chat out letting them know what happened. CCSM 7 asked her what happened, and she said she was unsure.

Before leaving the onsite inspection, I spoke with CCSM 1 again, I asked how they document primary caregivers to make sure that no infant is getting more than four caregivers throughout the week. She stated that they only have four full time staff in that classroom, so they typically just have them, but it also posted outside the classroom. When I went to observe this posting, it was erased but as I was driving back to the office, they emailed a picture of the posting being up to date. I asked CCSM 1 if she was aware of the bottles being sent home with the wrong baby incident or the wrong baby being handed to a mom, she stated that she was but only because Jessica Regan told her about it she did not have first hand knowledge of it.

I was able to speak with Jessica Regan on 3/19/2024 in regards to the allegations that the infant room is chaotic in the afternoons with many different child care staff members working and the incident where the wrong bottles were sent home with one of the infants. Jessica Regan explained that she is not there at closing because it would require her to work a 10-12 hour shift every day, so they have a night manager that she is in regular contact with. Jessica Regan explained that unfortunately the staff turn over is high at the child care center because many of their employees come from Ferris State University and it is a hard job, so she can understand this being frustrating for parents to always see new faces. We discussed primary caregivers and how she keeps track that each infant does not have more than four caregivers in a week when I counted thirteen child care staff members in the infant room for the month of February. Jessica Regan stated that CCSM 2, CCSM 3, CCSM 9, and CCSM 10 are the primary caregivers in this room and all work full time in there. Then they try to keep the same floaters going in there to make sure that they are meeting this licensing requirement, that most of the change in the child care staff members are in the first hour of the day and last hour of the day when those opener and closer child care staff members are in there. It is the first room to open and the last room to close, but this does not mean that every infant is there from open to close, so they aren't seeing all the caregivers that work in that room because they aren't there the 12 hours the center is open.

We discussed training and how the new staff that are typically hired as floaters, will train in each room and also will switch between the opening and closing times.

Jessica Regan stated that she was contacted by Child A's Mother on a Friday, after she had left the center, stating that Child A was sent home with the wrong bottles, and she is worried that she is getting the wrong milk. During this conversation she also stated that on one occasion she was handed the wrong baby and is concerned about the staff turnover in the room. Jessica Regan explained that she spoke with the child care staff members that were working in the room on the day the bottle was sent home and they all stated that they believed Child A was given the right bottle to eat but when packing up for the day they believed the child was sent home with the wrong empty bottle. Jessica Regan stated that they have placed pictures with names of the infants on the walls for all child care staff members to see, that they are being very intentional on their training in the infant room and have implemented a checklist and are going to test child care staff members on things like what steps would you take to feed an infant.

I was able to speak with Child A's Mother, Child B's Mother and Child C's Mother on 2/26/2024.

Child A's Mother stated that she has two children at the child care center and previous to last couple of months she has never had any concerns but in the last couple of months it seems like there is someone new in the afternoons at pick up every day and that they seem to be new so they do not really know what is going on. I asked Child A's Mother about the times that her daughter's came home with other infant's bottles in her bag. Child A's Mother explained that they update in the pro-care app every time Child A eats and that they have to send in ready to eat and that her daughter eats every three hours. The first time she came home with another infant's bottle, she had gone to child care with four bottles and the app showed that she ate four times. But in her bag at the end of the day she had three of her empty bottles, a bottle with another child's name on it and a full bottle. She told the staff the next morning that she got the bottle sent home with her and they just kind of brushed it off. The next time it happened the app showed she again ate four bottles and she was sent with four bottles. When Child A's Mother unpacked her bag at the end of the day there was two empty bottles: one of hers and one of another baby's bottle, and two full bottles. She stated that there is no way that Child A only ate two times in eight hours. So she called the daytime supervisor, Jessica Regan, and let her know that she was super frustrated that Child A was fed someone else's milk because she breast feeds to make sure she knows exactly what is going into her child's body. She stated that Jessica Regan blamed the afternoon staff. Child A's Mother also let them know that a staff member handed her the wrong baby to take home at one point, she stated that she had to say "this is not my baby" but feels like she could have walked out of the center with the baby.

Child B's Mother indicated that her children are typically the first ones picked up except in the fall because she coaches so she does not see the closing staff members. She has not had any concerns with the care Child B has been provided nor does she have any concerns with getting his things back.

Child C's Mother stated that Child C (female, age 11 months) has a sibling in the building next door, and she was grateful they had an opening for Child C in January. When she first started going there she was told by CCSM 11 that she would be with Child C most of the time but she has not seen her since then. Child C's Mother has concerns with the communication between staff because there have been times that Child C is supposed to get medication twice a day and the morning staff do not tell the afternoon staff, so she did not get her medication. Child C does not love to take a bottle and prefers to be nursed so when she first started attending, she would only send two bottles because she did not want them to go to waste, but then a staff member told her that Child C seemed hungry so she should send three bottles. Recently on a Friday she sent three bottles in, on the app it showed that she ate two bottles and only two bottles came home. On Monday she asked the girls about it and they said oh it was in the dish washer, she never felt like she received a clear answer on if the bottle got dumped or it was fed to Child C or another child. She also wishes they would tell her how many ounces Child C eats and how much they dump after an hour because they can't let it sit out longer than that.

RULE/STATUTORY VIOLATIONS:

APPLICABLE RULES	
R 400.8125(1)	All staff and volunteers shall provide appropriate care and supervision of children at all times.
ANALYSIS:	While interviewing child care staff members and parents it was noted that the infant room has felt chaotic due to staff turnover and inconsistent child care staff caregivers closing. Child A's Mother was handed the wrong child at pick up on one occasion. In addition, Child A and Child C had discrepancies in their daily sheet on the pro-care app and the bottles that were returned to them. There is not clear evidence that an infant was fed the wrong bottle but there also is not clear evidence that they were not, this is an example of the chaos felt in the infant room.
CONCLUSION:	Violation Established

BUREAU RECOMMENDATION

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

Approved By:			
			
Tarah Okarski Consultant	05/03/2024 Date	Katrice Sweet Area Manager	05/05/2024 Date