



“The Changing of the Guard”



2016 ANNUAL REPORT

OUR MISSION

*In partnership with families, communities,
organizations, states and the nation,
Spaulding for Children's mission
is to assure that all children grow up in safe,
permanent families and have the help they need
to be successful in life.*



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Building On and Rising Up The Changing of the Guard

Spaulding for Children is beginning Chapter III of its illustrious story. In Chapter II, it was fortifying infrastructure, solidifying funding, stabilizing staff and preparing for a major transition; and it ended with the retirement of the long-term President/CEO.

I have enjoyed 20 years of service with Spaulding. I have seen some good times and I have had some challenges. I have been a part of philosophy changes, new program development, and a renewed emphasis on supporting children and families. I started in child welfare when management by objectives was the buzz words and people were trying to figure out the real reasons for disproportionality of minorities in the public child welfare system. I left child welfare for 11 years and when I returned, the buzz words were open adoption and mediation and people were trying to figure out the real reasons for disproportionality of minorities in the public child welfare system. As I prepare to leave the day-to-day running of a child welfare agency that I have called home for the past 20 years, the buzz words are family support and preservation and people know the reasons for disproportionality of minorities in the public child welfare system, but they can't figure out or agree on how to effectively address the problem. The guard has changed, the infrastructure is solid, but the road is still under construction. There is a new crew that is already surveying land for new construction. This crew will expand the road, make new in-roads, and continue the legacy of an Agency that has served children and families for more than 48 years. Chapter III is in the works and immediately follows.



Addie D. Williams

Retired President/Chief Executive Officer



Cristina Peixoto

President/Chief Executive Officer



DeAndre Lipscomb

Board President

Chapter III

Building On and Rising Up – The Changing of Guard

Under Addie Williams' leadership, Spaulding for Children gained unprecedented visibility and has been viewed at the local, state and national levels as a leader in the field of prevention, foster care and adoption. We are proud of the meaningful contributions we have made to the child welfare field over the years, including the challenging and most gratifying work performed by the Child and Family direct service department, the innovative and strategic approach used by the Academy for Family Support and Preservation and by the state-of-the art approach used by the Spaulding Institute for Family and Community Development to equip families with tools to understand and respond to children in crisis.

As we plan for the future, it is clear that the child welfare system is facing a national crisis when it comes to better outcomes for the children and families it serves. When we consider the infrastructure in place to promote and support permanence and how families are responding to existing resources, it is clear that we have a great opportunity to strengthen our focus on strategies that will enhance families' effectiveness when responding to their children's emerging needs as they navigate into adulthood.

Spaulding for Children has achieved much during its almost 50 years of service, but more work needs to be done to ensure better outcomes for families touched by the child welfare system. We will continue to count on the commitment and talent of our dedicated Board of Directors and Staff, on the dedication and nurturing of our prevention, foster and adoptive families and on the generosity and support of community partners as we look to the future. It is indeed an exciting time for us.

Sincerely,

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Stacey Oakes
Resource Family Development Supervisor

Ingrid Parks
Project Specialist

Michael Quinn
Network Administrator



*This annual report is dedicated to
Addie D. Williams, LMSW, JD
Retired President / CEO*

“The Love of Harry Potter Brings a Family Together”

After six years in foster care, Phoenix age 16, was still hopeful that he would find a forever family, but admitted he had doubts over whether that was meant to be. At times Phoenix felt unwanted and described his time in foster care as “lonely.” Phoenix frequently attended adoption events, but had not yet met a family with whom he clicked. He wanted and needed a quiet calm environment for him to thrive. He imagined a family who shared and encouraged his passion for science fiction, fantasy, reading, and inventions.

Early in 2016, Spaulding was working with a parent, Joey, who was being assessed for foster care and adoption. In their work together, Joey’s Spaulding worker believed Joey could be a great match for Phoenix. Coincidentally, as Joey was searching the youth photo-listed for adoption on the Michigan Adoption Resource Exchange, she came across a young man wearing a top hat in his picture. The profile described this young man’s love for Harry Potter and Star Trek and his interest in science. Although Joey had initially been interested in youth slightly younger than Phoenix, the profile of this young man stood out to her and she wanted to learn more. The young man was Phoenix.



Phoenix and Joey

Spaulding arranged a child specific recruitment event where specific families and youth were selected to attend based on their characteristics and interests. Joey and Phoenix met for the first time at the event. Phoenix was immediately impressed by Joey’s Harry Potter t-shirt. Conversation came easily and they had much in common. Joey felt strongly that Phoenix was “hers.” Spaulding facilitated the process and after an information sharing meeting with Phoenix’s team, Phoenix was invited to join the group where it was shared with him that Joey was interested in making him a part of her family. Phoenix was full of questions and input and was extremely excited to hear that Joey had a library in her home!

Following a visitation period, in August 2016, Phoenix was placed in Joey’s home. It was the first time he had been in a family setting for over five years. Joey has been a strong advocate and protector of Phoenix. She has worked to ensure that Phoenix receives all the services he needs with the assistance of a team of workers. Spaulding for Children believes that all children deserve a family regardless of age or background. Phoenix’s adoption will be finalized this year, and his journey in foster care will end with him being a member of a “forever family” that appreciates and encourages all of his wonderful qualities.

Wendy’s Wonderful Kids is a program that implements proactive, child-focused recruitment programs targeted exclusively on moving the longest-waiting children from foster care into adoptive families. These recruiters employ aggressive practices and proven tactics focused on finding the best home for a child through the starting points of familiar circles of family, friends and neighbors, and then reaching out to the communities in which they live.

Funded by The Dave Thomas Foundation for Adoption

Spaulding's Direct Service Division Helps Children and Youth Find and Keep Strong Families

The Child and Family Services is the direct service division of Spaulding for Children responsible for delivering interventions and performing activities to ensure children are safe, have their needs met and achieve permanence in a timely manner. Services provided include prevention, resource family development, out of home placement and adoption. As part of Spaulding's commitment to quality services, the direct service division incorporates continuous quality improvement activities to promote positive outcomes for children and families.

Resource Family Development – Spaulding for Children recruits, trains and supports families interested in becoming a resource to a child in need of out of home placement through foster care and/or adoption. Resource families are supported by ongoing contact with case managers specialized in providing services to children and families in the foster care system.

Foster Care – Spaulding for Children provides temporary foster care placement to children removed from their parents' custody due to abuse and neglect. Children in need of foster care placement typically range between infant to 18 years old and often are part of a sibling group. The goal of the program is to ensure children can achieve permanency in a safe, stable and nurturing family environment. Spaulding for Children accepts foster and adoptive families without discrimination as to race, ethnicity, religion, language, national origin, sex, age, marital status, veteran status, disability/handicap, sexual orientation, gender identity/ expression or economic status.

Adoption – Spaulding for Children recruits and develops stable and nurturing families interested in making lifelong commitment to children in the foster care system through adoption. A committed family can help children overcome their history of abuse and neglect. Children awaiting typically range between 4 - 16 years old. There are no fees for services.

MIECHV – Healthy Families is a home visiting program that connects expectant parents and parents of children 0 - 3 to parenting support in the comfort of their own home. Highly qualified, parent educators provide

CHILD AND FAMILY SERVICES – FY 16 AT A GLANCE

Clients Served

Adoptions completed – 27
Children reunited with legal parents – 31
Children served in Foster Care – 250
Families served in MIECHV – 40
Families served in Foster Care – 150
Guardianships completed – 7
WWK youth adopted – 5
WWK youth matched for adoption – 14

Referrals by County

Macomb – 6%
Oakland – 13%
Other – 2%
Wayne – 79%

Referrals by Race/Ethnicity

African American – 67%
Biracial – 8%
Caucasian – 25%

Referrals by Age

0 to 5 – 31%
6 to 9 – 30%
10 to 12 – 14%
13 to 18 – 23%
18 to 21 – 2%

support to meet individual family's needs. Families have access to information and support about pregnancy, infant care and postpartum care. They also receive assistance with learning appropriate expectations for each stage of their child's growth and development, development screening for the child(ren), help setting goals and links to community resources.

Faithful Volunteers Sustain Spaulding Support Groups

Through Spaulding's Support Services Department, volunteers assist the agency monthly. They come to us through established relationships with Michigan Works!, Spaulding for Children's website, Wayne State BSW programs and word of mouth.

Teen Mentor Groups Teach Life Skills

Volunteers in our mentoring program meet 10 months out of the year, beginning in August and ending in June the following year. In 2016, they celebrated the program's tenth year of service. The male entity, The Gentlemen's Association, and the female entity, Sisters United Creatively Changing Everything with Everlasting Devotion (SUCCEED), educate youths ages 8-17 about skills that will prepare them to face life's challenges.

Teen mentor leaders

Armida Marinov
George Miller
Charles Bragg (Assistant)

Teen mentors

Shabazz Ford
Vicky Franklin *
Rodenna Hardison *
Yasmeen Hardy
Morgan Peterson
David Potter
Orlandus Smith, Sr. *
Willie L. Smith *
Giovannie L. Thomas
Sevetra Tucker
Veryl "Dr. Vee" Williams *
* = SFC Board member

The group also enjoyed a taste fest, and an end-of-year family bowling night celebration.

Spaulding Staff and Parents Learn Together in Parent Empowerment Group

Spaulding for Children recognizes the importance of having our staff members work together with foster and adoptive parents to meet the needs of children in our care. Under the direction of Parent Empowerment Group, Co-chairs Stacey Oakes and adoptive parents Elaine Taylor and Beverly Baker, Spaulding conducts professional team-building sessions to provide training on relevant topics. As members of our professional team, foster and adoptive parent leaders and Spaulding staff members share information that enlightens and educates them to support children.

Topics of interest during 2016 training sessions included home safety, caseworker visits and first aid/CPR, to name a few.



"Wish List" for Boys and Girls, Sizes from Toddlers to XX Large

- Sweat Suits
- Socks
- Underwear
- Coats
- Gloves/Mittens
- Hats
- Boots
- Shoes
- Shirts
- Pants
- Gift Cards (Target or WalMart)

For more information about volunteering at Spaulding for Children and to learn more about becoming a mentoring volunteer, please contact Armida Marinov, Placement Resource Supervisor, 248-443-7080 or amarinov@spaulding.org.

Creating Awareness of the Need to Support Families from Pre- to Post-Adoption and Guardianship

One of the most important challenges facing the child welfare system in the 21st century is addressing the needs of families formed through adoption or guardianship. Between 2000 and 2015, the U.S. foster care caseload decreased while the number of children in adoptive homes doubled. The dramatic growth in adoptive and guardianship homes has given the child welfare field a heightened awareness of the complex needs these families can encounter years after permanence has been

"My husband and I need help parenting our daughter. The chaos in our family is starting to get out of control and we do not know what to do. We are starting to feel isolated and losing confidence in our ability to effectively care for our daughter." -- Adoptive Parent

achieved. Many of these challenges stem from maltreatment the children endured before being placed in their adoptive or guardianship home. As highlighted in the quotes from adoptive parents, these difficulties do not disappear spontaneously once an adoption or guardianship is finalized.

The Academy is working on a national level to create awareness of the need to support families from pre- to post-adoption and guardianship. The Academy is doing this through the National Quality Improvement Center for Adoption and Guardianship Support and Preservation (QIC-AG), funded by the Department of Health and Human Services, Administration for Children and Families, Children's Bureau. To accomplish the goals of the cooperative agreement, the Academy is working with eight partner sites to implement evidence-based interventions or develop and test promising practices, which if proven effective, can be replicated or adapted in other child welfare jurisdictions.

During this year, numerous resources were developed by the QIC-AG to: 1) create an awareness of the needs of families who have adopted or assumed guardianship of children, and 2) clarify the role of child welfare systems in supporting families post permanence. The QIC-AG has developed two videos that discuss the need to adequately prepare families prior to

"We adopted two sons from a residential facility. Crisis was often just around the corner. Having somebody proactively check in with us and offer services and supports could have eliminated some of our anxiety and made us feel like we were not in this endeavor on our own." -- Adoptive Parent

permanence, as well as provide services to these families post permanence. The videos can be used in practice, classroom and administrative settings. Viewers can choose between a brief video which provides an overview of the project, or a full length video which includes details about the QIC-AG's eight partner sites and their interventions. Both of these videos can be accessed at www.qic-ag.org.

Over the next three years, the QIC-AG will continue to work with partner sites to implement and rigorously evaluate their selected interventions. The QIC-AG will continue to develop and disseminate information that helps to strengthen and improve the child welfare agency's ability to provide a continuum of services for children in foster care who are waiting for permanent homes, as well as children and families who have achieved permanency through adoption or guardianship.



Spaulding Institute Develops Innovative Partnerships, Products, and Training Programs



Goal – To work collaboratively to develop resource materials and community-based services that support individuals, families, corporations, agencies and communities in strengthening children and families.

Over the past fifteen years, Spaulding for Children, through the Spaulding Institute, has embraced technology to extend the reach and impact of our programs and services to virtually anybody, anywhere. Funded in part through grants and contracts, sales of materials such as curricula, booklets, videos and fees for training, the Institute is responsible for developing additional programs that increase funding from diversified sources, establishing a reliable source of revenue to support our direct services to children and families.

The Spaulding Institute for Family and Community Development is made up of four distinct components. The highlights from each component this year includes:

Contracts/Grants – In October 2016, Spaulding for Children was awarded a three year \$750,000 per year Foster/ Adoptive Parent Preparation, Training and Development Initiative grant from the Children's Bureau. The grant is in partnership with the ChildTrauma Academy; the Center for Adoption Support and Education; the North American Council on Adoptable Children; and Wayne State University. The **CORE** (Critical Ongoing

Resource family Education) project will develop a state-of-the-art training program, equipping resource parents with skills necessary to meet the needs of older youth who have moderate to serious emotional and behavior health challenges.

Product Development and Sales – The Spaulding Institute continued to develop (for our own products and for external customers) and sell our materials such as curricula, booklets and videos. We have expanded our duplication and printing services and our economical pricing has benefited organizations that support families and the proceeds benefit the children and families we serve.

Training – We have experienced trainers and process experts that are well versed in specific areas of child welfare and are available to train. We have limited our provision of sessions this year due to concentrating on the numerous federal grants we are implementing and responding to.

Services – Our services include web-conferencing, CD/DVD duplication, video development, and computer and web-based training are also provided through the Institute. We continue to develop, host and refine Pennsylvania's statewide adoption focused online learning process (7 courses). We are in the final stages of completing the State of Michigan update their Safe Delivery online course.

Splish-Splash I was at the Ice Cream Social

The 2016 Ice Cream Social was held on July 8 at Oakland County's Red Oaks Waterpark in Madison Heights, Michigan, with approximately 300 people attending.

Families served by Spaulding for Children had a great time together while enjoying hamburgers, hot dogs, salads, chips and best of all, ice cream. The Red Oaks park provided a giant water slide, lazy river and the amazing wave pool. The children and parents alike had a great time!

Our dedicated volunteers and staff helped to make this outing a great success.



Families enjoying themselves at the wave pool

Spaulding Families Get Together for Food, Fun and Festivities



Danelle Stiffler, WWK Recruitment Specialist and Katie Ward, Adoption/License Specialist, co-chaired the Decoration's Committee for the Annual Holiday Party. The Candyland themed decorations were the hit of the party. Everyone loved the exciting decorations.

Families served by our staff and volunteers celebrated at Spaulding's Annual Holiday Party on Dec. 2, 2016. The First Baptist Institutional Church in Detroit has hosted this jolly event for more than 20 years. The church was beautifully decorated in the Candyland motif by Spaulding's employees and interns.

The Godmothers, a non-profit organization and major sponsor of the Holiday Party, came out in full force. They not only generously provided dinner for the families and volunteers but also served the meal, played games with the children, played music while the children danced and passed out gifts. Santa and Mrs. Claus also attended with many helper elves. Each of the approximately 300 people



attending were invited to pose with Santa and their family and to take home a free photo memento of the evening.

Spaulding's Annual Holiday Party is an exciting event for our children in care who may otherwise have limited opportunities to be hopeful. This party is "All about the children" and validates each of them as important members of their family unit, celebrating together with the Spaulding family. The children left the party with a full belly, a gift and smiles that lit up their faces. This is a very meaningful and joyful evening for our children and families.

Dwight Evans and Maxwell "Max" Bozarth topped the party off by playing festive songs throughout the night.

Thanks You to the sponsors of our 2016 Ice Cream Social and Holiday Party

Better Made Snack Foods
 Kevin Madigan, Century Novelty, Inc.
 Costco Wholesale Corporation
 Don Hamilton, Hamilton Chevrolet, Inc.
 Gina Violante, Holiday Market
 Nino Salvaggio INTERNATIONAL MARKETPLACE
 Cristina Peixoto, SFC, President/CEO
 Marc Berger, Piquette Market
 Sam's Club - Canton
 Target-Madison Heights
 Vicky Lewis and The Godmothers
 Colleen Austin, The Salvation Army
 U.S. Ice Corporation
 Western Fruit & Meat Market
 Jim Bonahoom, Wolverine Packing Co.

Would you or your organization like to sponsor a Spaulding family gathering? Please contact Cheryl Gist at 248-443-7080 or cgist@spaulding.org.



Celebrating National Adoption Month - November

The Tapestry: A Musician's Journey fundraiser, co-chaired by Board members: Crystal Smith, David Graham and Kristi Plain, premiered on Sunday, November 20, 2016 at the Max M. and Marjorie S. Fisher Music Center.

Musicians from the Detroit Symphony Youth Orchestra opened the story-concert premiere by playing Brandenburg Concerto and the first movement of Beethoven's 6th Symphony. (The Pastoral was the first piece that Ann Strubler plunked out on the piano at age three). The Tapestry film, a 30-minute documentary about the life of adoptee, Ann Strubler, was shown. Ann, a first chair violinist for more than 30 years at the DSO, played *The Tapestry Turns*. Ann's youngest son, Matthew composed "The Tapestry: A Symphonic Poem," an ensemble based on Ann's birthmother's story with five segments: Innocence, Melancholy, In the Monastery (An Interlude), Anguish and Joy, played by an ensemble of DSO musicians.

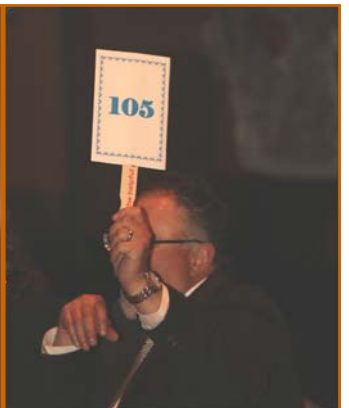
Detroit Public Television broadcasted this "story-concert-for-a-cause" via a webcast nationally, to raise the awareness of adoption issues. (Check DPTV listings for *The Tapestry* showing dates.) A reception followed, a live "Fund the Need" auction was held to support the children we serve. Everyone had a great time, ate good food and left with the satisfaction of knowing, they helped children in need. Approximately \$30,000 was raised at this event!



Kenneth Rice, Spaulding for Children Board Secretary, Operating Partner or Brian Kelemen and Associates speaking at reception.



Christopher Aslanian of Christopher's Auctions, does a phenomenal job conducting the live "fund the need" auction as a guest bids.



Co-Chairs and Board Members, Kristi Plain and Crystal Smith look on as retired SFC President/CEO Addie D. Williams address the guests.

SPONSORS: Dave Thomas Foundation for Adoption, Michigan.com, Wendy's Detroit Area Owners, Health Alliance Plan (HAP), GFL Environmental, USA & Brian Kelemen and Associates

Celebrating National Adoption Month

Friday, November 3, 2017

Spaulding's "FAMILIES FOREVER" FUNDRAISER

The Charles H. Wright Museum of African American History

For more information, call Cheryl Gist at 248-443-0300

Child and Family Services CQI Story Board

Spaulding for Children, CFS Counties Served: Wayne, Oakland & Macomb Counties, Michigan Population Served: Birth Parents, Children & Foster Parents	CQI Team Members: Cristina Peixoto, Team Leader Edna Fields, Meeting Scheduler Jamie Bozarth, Scribe Jennifer Keuten, Subject Matter Resources Julia Swartout, Facilitator Kristina Vaseau, Data/Information Liaison	Quality Improvement Story Board CQI Project Title  Increase birth parent contact with child after placement to 80%
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PLAN

Identify an Opportunity and Plan for Improvement

1. Getting Started

The Spaulding for Children SFC/CFS QI team came together to address the following problem statement.

Problem Statement

Birth parents and children are not having immediate contact following their placement.

2. Assemble the Team

The SFC/CFS QI team was selected by the Vice President of CFS based on their expertise and current job duties. The assignment of Date/Information was assigned to a current supervisor of the program who has first-hand knowledge of the program and processes currently in place. The Subject Matter Resources and Facilitator were both part of Federal grants, Mi-Team and I-Care 365. The materials being collected through the work of each grant were relevant to what was being discussed.

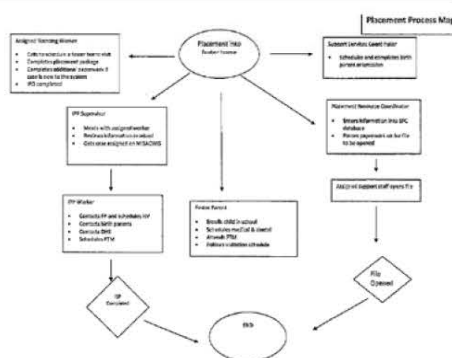
The SFC/CFS CQI team came together and met bi-weekly and then monthly to address the problem in addition to staff meetings with supervisors to discuss child visits with parents.

Aim Statement

By September 30, 2015 80% of birth families will have contact with their children within 48 hours of placement.

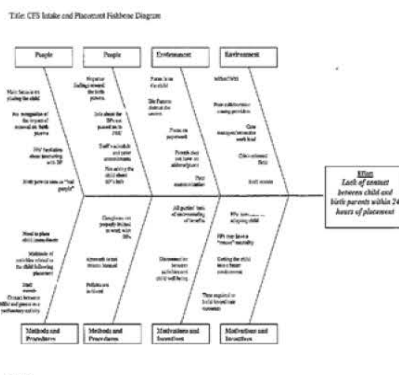
3. Examine the Current Approach

The team used a process map to illustrate and review the current methods used by the agency to handle both intake and placement.



Fishbone Diagram

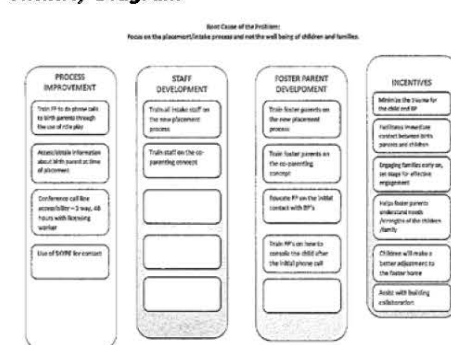
Additionally a fishbone diagram was created to begin exploring the problems/barriers to children having contact with parents after placement.



4. Identify Potential Solutions

Upon determining the root cause of the problem, focusing on the process versus the well-being of the families, the SFC/CFS QI team developed an affinity diagram to identify potential solutions to the root cause of the problem.

Affinity Diagram



5. Develop an Improvement Theory

The SFC/CFS QI team developed a series of improvement theories to test.

Improvement Theory

- If we ask for information on birth parents, then contact between birth parents and the child will occur within 2 business days, 80% of the time
- If we train parents and staff on co-parenting, then foster parents and birth parents will increase co-parenting activities.
- If we facilitate contact between foster parents, birth parents and children and train foster parent and birth parents, THEN children will experience less trauma and fewer replacements.

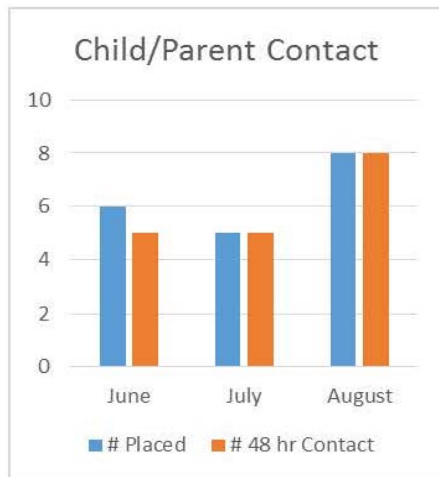
DO

Test the Theory for Improvement

6. Test the Theory

Prior to the study SFC/CFS followed the state requirement of contact within 5 days of placement. Based on the increased knowledge of the traumatic impact of the child's removal on all involved, it was determined that contact would need to be made sooner.

A control group of 19 children were identified. The children were placed between 06/02/16 – 08/31/15. 18 children had contact with a birth parent within 48 hours. NOTE: One child was an MCI ward with no parental involvement. The foster parents were trained on co-parenting. Caregivers were then interviewed regarding the co-parenting activities that had taken place.



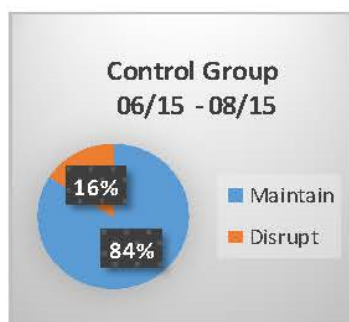
STUDY

Use Data to Study Results of the Test

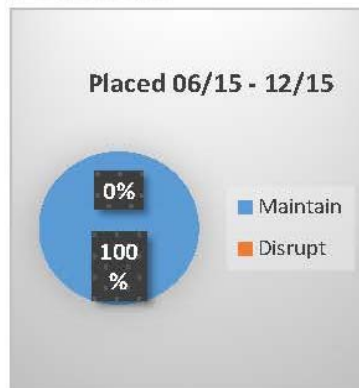
7. Study the Results

The theory was that if parents and children had contact within 48 hours of placement, then children would experience less trauma and fewer replacements.

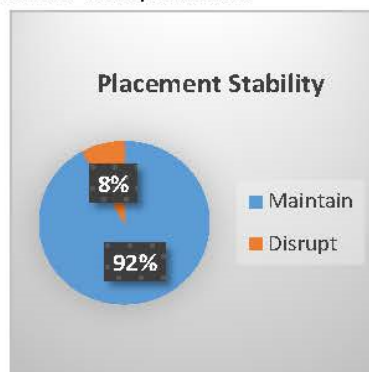
We first followed children that came into care from June 2015 through August 2015. As noted in the Child/Parent Contact chart, 18 of the 19 children had contact within 48 hours. Three children from this group disrupted placement. It should be noted that the biological family of one of the disrupted children refused to have any contact with the child following the removal. The disruption occurred two to three months after placement.



We then looked at the placement of children from September through December. Eighteen children were placed. Twelve children had contact within 48 hours. Six of the children were MCI wards and there was no parental involvement. To date, no children have disrupted from placement. As noted above we continued with the 48 hour contact.



Finally, we looked at the overall placement stability from June 2015 – December 2015. We had a total of 37 children enter care. There was parent child contact within 48 hours with 30 of the children placed. Three disruptions occurred within the 6 month period, 2-3 months after placement.



We exceeded our 80% goal and saw an increase in the stability of placement for children and significant value of the contact within 48 hours between child and birth parent.

ACT

Standardize the Improvement and Establish Future Plans

8. Standardize the Improvement or Develop New Theory

As a result of the project, the SFC/CFS QI team decided to standardize the improvement theory based on the result of the test.

During the course of the study documented problems included the following: birth parents did not return calls, multiple workers were doing intakes and the information from the referring agency was not always received. Unexpected observations included the hesitation regarding co-parenting by both, birth parents and foster families. Concern was evident regarding the sharing of information like phone numbers. A positive unexpected observation was the recognition by staff, birth parents and foster parents of the value of the contact especially for the child.

9. Establish Future Plans

The SFC/CFS QI team recognizes the importance of immediate contact between a child and parent after removal from the birth home and the facilitated introduction of the foster family to the birth parent.

At the time of placement, the intake worker will obtain the contact information from the referring source. The birth parents will be contacted and the process explained. A conference call between the child, birth parent and foster parent will be facilitated by the intake worker. The intake worker will update the spreadsheet and a contact log will be completed and added to MISACWIS.

SFC/CFS will inform the board, staff and foster parents of the results of the CQI project. The placement policy will be revised to include co-parenting and contact within 48 hours of placement. Staff and foster parents will be trained on the new placement policy.

MIECHV Program CQI Story Board

Home Visiting Program Name Home Visiting Program Model: Health Families America (HFA) Counties Served: Wayne County, Michigan Population Served: Highland Park, Hamtramck, Redford, Inkster, Westland and Van Buren Twp. (Belleville) MI	CQI Team Members: Kelly Baber, Team Leader Wadia Sancho, Data Manager Angela Stewart, Data/Information liaison Vanessa Mathews, Document Manager	Quality Improvement Story Board Supporting Positive Parenting 
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PLAN

Identify an Opportunity and Plan for Improvement

1. Getting Started

The Spaulding for Children (SFC) QI team participated in a QI learning collaborative with eight additional Michigan Maternal, Infant, and Early Childhood Home Visiting (MIECHV) Program QI teams. The QI learning collaborative came together to address the following problem statement:

Problem Statement

QI Learning Collaborative: There is an increase in the number of cases of children with a substantiated case of child maltreatment, despite receiving home visiting services.

SFC Healthy Families Program: Strategies to promote positive parenting practices have not been consistently implemented, followed up on, and documented.

2. Assemble the Team

The SFC QI team was selected by the Program Director/Team Leader based on their involvement in the project area selected. The two family support specialists were selected to serve one as the data manager and the other as the facilitator. The administrative secretary was selected to serve as the document manager to review materials for QI. The SFC QI team came together and met bi-weekly to address the problem, in addition to staff meeting individually with the supervisor weekly to discuss the families CHEEERS observations and the prescribed activities. Additionally, the QI team attended all three in-person meetings of the learning collaborative in January, June and September 2015.

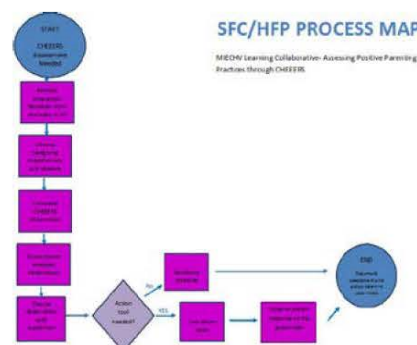
Aim Statement

By August 15, 2015, Spaulding for Children's Healthy Families Program will increase the percent of home visit content related to supporting positive parenting practices that is selected based on the CHEEERS assessment results from 0% to 50%.

3. Examine the Current Approach

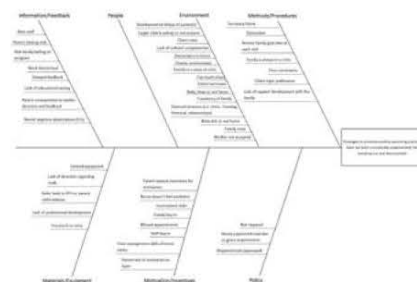
The team used a process map to illustrate and review the current method used by the program to ensure families are assessed with CHEEERS.

Process Map



Fishbone Diagram

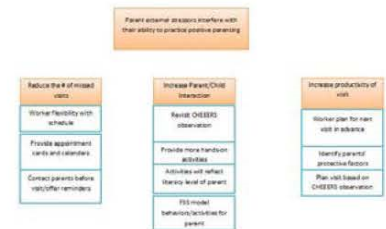
Additionally, a fishbone diagram was created with the other QI teams involved in the learning collaborative to begin exploring the problems/barriers to implementing positive parenting practices.



4. Identify Potential Solutions

Upon determining the root cause of the problem, parent external stressors interfere with their ability to practice positive parenting; the SFC QI team developed an affinity diagram to identify potential solutions to the root cause of the problem.

Affinity Diagram



5. Develop an Improvement Theory

The SFC QI team developed a series of improvement theories to test.

Improvement Theories

- If** workers provide more hands on activities with the family to promote positive parenting, **Then** parents will be more engaged during home visits.
- If** the literacy level of the parent is taken into consideration when selecting activities to build positive parenting practices, **Then** the parent/child interaction may increase. (Parent will be more willing to do the activity).
- If** workers pre-plan visits based on the previous visit CHEEERS observation, **Then** visits can be more productive.

DO

Test the Theory for Improvement

6. Test the Theory

The SFC QI team tested the theories for improvement by:

- Reviewing CHEEERS assessments of 10 enrolled families selected for inclusion in the projects sample.
- Selecting action tools to be used with families based on CHEEERS observations during home visits
- Determine action tools needed to promote positive parenting practices during home visits and selection of activities.

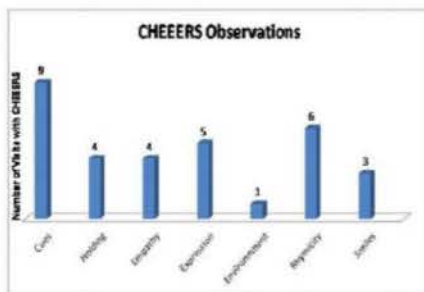
STUDY

Use Data to Study Results of the Test

7. Study the Results

The SFC HFA QI team selected 10 families to participate in the sample for the QI project. Reflective strategies (action tools) were selected based on CHEEERS observations and documented in the home visit logs for staff to determine activities needed to promote positive parenting with families.

Based on CHEEERS observations the worker was able to determine areas in which the Mom needed additional support and selected activities to use for skill building.



During the course of the project, there were approximately 40 home visits. Of the entire set of visits accounted for, there were visits where CHEEERS were not observed due to the child not being present, the child sleeping, during a support group, or visits where transportation was provided.

Cues: were the most commonly missed by parents during visits. When the child was crying because they were hungry or sleepy and the child wanted to be picked up by the parent and the parent didn't pick up the child. The workers would ask the parent what the child is experiencing and the parent could not identify the cue without assistance from the worker.

Rhythmicity: there were several instances when the child tried to initiate play and the parents did not play with the child and the worker had to encourage the parents to play with the child. Also while Mom's were observed holding their child, they did not make eye contact or interact with the child.

Expression: was another area that was observed where many of the parents did not talk to the child during visits and workers used modeling to encourage the parents to talk to the child.

The following Action tools were used to build on parental competencies and to address concerns:

- ATP's (Accentuating the Positives)
- Problem Talk
- Feel, Felt, Found
- Normalizing
- Explore and Wonder

ACT

Standardize the Improvement and Establish Future Plans

8. Standardize the Improvement or Develop New Theory

As a result of the project, the SFC QI team decided to standardize the improvement theory based on the results of the test.

Spaulding for Children's Healthy Families Program has increased the percent of home visit content related to supporting positive parenting practices based on the CHEEERS observation results from 0% to 50%. How visits are conducted has become more structured as a result of using the CHEEERS observations and action tools to drive the types of activities that take place during the visits.

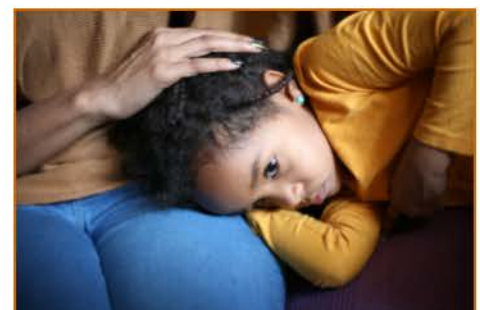
Based on the area of CHEEERS the parents needed to strengthen, the workers were able to identify a variety of age appropriate activities for the parents to do with the child such as:

- GGK Play and Stimulation Activities (i.e. Rattlers Game)
- ASQ Activities for infants 4-8 months
- Provided toys for parent and child to engage in play
- Provide tummy time mats for play on the floor with the baby
- Use of Preschool U activities to encourage language and literacy development
- Play naming game with the child and take children on nature walks
- Provided reading books to read to the child daily
- Playing Peek a Boo using facial expressions

9. Establish Future Plans

In the future, SFC/HFA will continue to determine areas where Mom's need additional support and select activities to use for skill building based on CHEEERS observations.

Strategies to promote positive parenting practices are now being consistently implemented, followed up on, and documented. As a result of the project, the parents have been able to become more aware of the benefits associated with actively participating in the home visiting services.



SUPPORT AND REVENUE:

Contributions:

Foundation grants	\$ 290,273	-	-	\$ 290,273
Individuals	42,810	62,500	-	105,310
Special event revenue	30,537	-	-	30,537

Government financial assistance:

Direct federal grants	4,317,302	-	-	4,317,302
Other contract revenues and grants	282,577	-	-	282,577

Program service fees:

Foster parent pass-through	813,371	-	-	813,371
Other program service fees	2,015,228	-	-	2,015,228

Beneficial interest in remainder trust	-	13,000	-	13,000
Other revenues	71,267	-	-	71,267
Investment returns	176,143	13,204	-	189,347
Net assets released from restrictions	6,000	(6,000)	-	0

TOTAL SUPPORT AND REVENUE:	8,045,508	82,704	-	8,128,212
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EXPENSES:

Program services:

Child and Family Services				
Foster parent payments	813,371	-	-	813,371
Other child and family service expenses	1,868,774	-	-	1,868,774
Spaulding Institute	3,816,788	-	-	3,816,788

Supporting services

Management and general	1,119,525	-	-	1,119,525
Community relations and development	78,774	-	-	78,774
Direct cost of special event revenue	6,300	-	-	6,300

TOTAL EXPENSES	7,703,532	-	-	7,703,532
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CHANGE IN NET ASSETS	341,976	82,704	-	424,680
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NET ASSETS AT BEGINNING OF YEAR	3,484,848	138,284	363,389	3,986,521
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NET ASSETS AT END OF YEAR	\$ 3,826,824	\$ 220,988	\$ 363,389	\$ 4,411,201
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*A complete audit, performed by
Gordon Advisors P.C., Certified Public Accountants,
is available upon request.*

*Contact Cheryl Gist, executive assistant,
at 248-443-7080 or cgist@spaulding.org.*

ASSETS

CURRENT ASSETS

Cash and cash equivalents	\$ 948,726	
Accounts receivable	1,874,272	
Prepaid expenses	77,063	
Total current assets		\$ 2,900,061

PROPERTY AND EQUIPMENT, NET

26,519

OTHER ASSETS

Donated property	138,000	
Long-term investments	2,139,221	
Total other assets		2,277,221

RESTRICTED ASSETS

Investment of endowed funds	398,377	
Beneficial interest in remainder trust	186,000	
Total restricted assets		584,377

TOTAL ASSETS

\$ 5,788,178

LIABILITIES AND NET ASSETS

CURRENT LIABILITIES

Accounts payable	\$ 975,241	
Accrued expenses	362,554	
Deferred revenues	39,182	
Total current liabilities		\$ 1,376,977

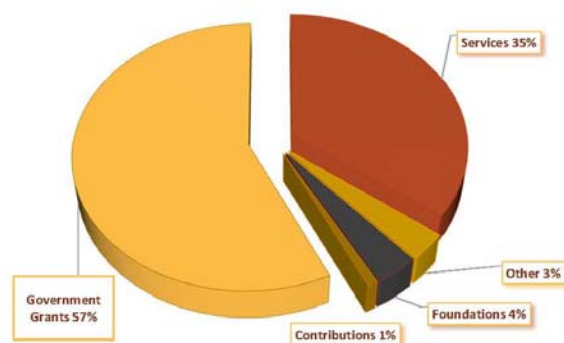
NET ASSETS

Unrestricted	3,826,824	
Temporarily restricted	220,988	
Permanently restricted	363,389	
Total net assets		4,411,201

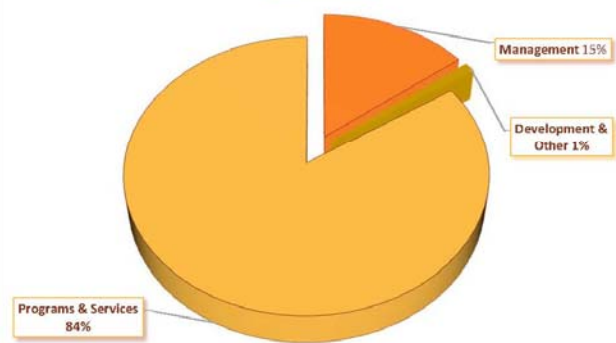
TOTAL LIABILITIES AND NET ASSETS

\$ 5,788,178

REVENUE



EXPENSES



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“

*It's all about
 the children!*

”

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*To protect children's privacy, stock photos of
 children rather than actual Spaulding clients
 are used throughout this annual report, with the
 exception of the photo on Pages 5 & 10 which
 are used by permission.*

Spaulding Succeeds when YOU Get Involved!

We need your help! Too many children are entering the child welfare system because of abuse and/or neglect, are staying in foster care too long, or are aging out of the system without a permanent family or a caring adult in their lives and without the necessary skills to live successful lives. Spaulding for Children values all forms of assistance -- an investment of time, talent or funding of any amount. Any assistance you can give can change a child's life forever.

See "Wish List" on page 7

How can you make a difference? Here are a few opportunities:

- Make a financial contribution.
- Donate in-kind items (support our clothing, hygiene and/or toy closets).
- Sponsor an activity (such as an outing with our teen support group).
- Underwrite a program.
- Sponsor a special event (such as our Ice Cream Social or Holiday Party).
- Host your own fund-raising event, and give the proceeds to Spaulding for Children.
- Donate your time as a volunteer.
- Donate your time as a mentor.
- Become a community outreach partner.



To find out how you can help Spaulding for Children and the children and families we serve, please contact:
Cheryl L. Gist, Executive Assistant

Cheryl L. Gist (layout and design)
Donna Jones (editing)

Spaulding for Children

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www.spaulding.org