



# Matrix Human Services



## Annual Report

Program Years  
2019 -2021

Head Start Birth to 5  
Early Head Start Child Care  
Partnership





## **Matrix Human Services**

### **INTRODUCING:**

#### **Head Start Birth to 5**

*On Monday, March 15, 2020, Governor Whitmer closed all Michigan schools due to the COVID-19 pandemic. This shutdown occurred during our 2019-2020 school year and has caused significant disruptions to services for children and their families in the ensuing two years. This is a two-year report, covering the school years that started in September 2019 and ended in August 2021.*

*The Matrix Birth to 5 Head Start program consists of center-based Head Start (3- and 4-year-old children) and Early Head Start (infants through 2 years), plus home-based Early Head Start. Our funded enrollment is 1429 children, split between 927 Head Start children and 502 Early Head Start children and pregnant women.*

*Our workforce is 518 members strong and includes men and women who are passionate about our mission of building high quality outcomes for children and their families. Our staff's commitment was one of the driving forces that carried us through the worst of the pandemic. For example, Teachers kept children engaged and learning in whatever forum they had. Custodians kept our centers clean, disinfected, and safe. Family Advocates sought out families' needs and raced to find solutions. And Center Managers held their teams together, even when they were not together. This report will tell their stories, and those of the families we serve.*

#### **Early Head Start/Child Care Partnership**

*In March 2015, the Office of Head Start awarded Matrix Human Services a 54-month Early Head Start Child Care Partnership (EHS/CCP) grant to create a model program that would improve the well-being of children, particularly those at risk, six weeks through age four. With the intention to improve the quality of early childhood education and provide comprehensive services for 360 infants and toddlers in Detroit's most vulnerable neighborhoods, we developed a robust partnership with 13 child care centers and 8 family child care home providers. In 2019, we were once again awarded an EHS/CCP grant. The new grant cycle provides funding allowing us to continue providing quality services to our families. We had such enthusiasm when we started the 2019 program year and then in March of 2020, we were sidelined by the COVID-19 pandemic. The pandemic presented us with extraordinary challenges. One of our biggest challenges was to be the leader and remain calm in the heart of the storm. Our Child Care Partners, families and staff looked to us for assurances and guidance on how to deal with the pandemic.*



## Matrix Human Services

### PROGRAM GOALS:

#### Birth-5

1. *Integrate the Head Start Early Learning Outcomes Framework (ELOF) into the program to ensure children receive high quality, comprehensive services.*
2. *Ensure child and family outcomes are supported through best practice Health and Wellness Initiatives.*
3. *Strengthen Workforce Development initiatives to recruit and retain highly qualified and effective staff, especially teachers.*
4. *Build Parent Engagement through relationships that support family well-being, strong relationships between parents and their children, and ongoing learning and development for both parents and children.*
5. *Enhance Safe and Nurturing Learning Environments.*

#### EHS/CCP

1. *Provide a foundation for children through comprehensive services to prepare them for a successful transition.*
2. *To equip families with tools to be self-sufficient and achieve positive outcomes.*
3. *To develop and strengthen Child Care Partner's leadership skills to ensure positive outcomes for children and families.*
4. *To ensure Continuous Quality Improvement (CQI) for the children, families, child care partners, and overall program's success.*
5. *To provide staff and Child Care Partner's with ongoing training and professional development opportunities in Early Childhood Education.*





# Matrix Human Services

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### EHS/CCP EAST SIDE LOCATIONS

Al Wali, Agape Love,  
Blessed Beginnings, ELP,  
Johnnie Bennett,  
Growing Minds

### Birth - 5 EAST SIDE LOCATIONS

CARE Village, East Lake,  
Infinity I and Infinity II,  
Lakewood, Pathways, Plymouth,  
Salem, Samaritan

### BIRTH - 5 SOUTHWEST LOCATIONS

Cecil,  
Eternal Rock, Fiore,  
Manuel Reyes,  
St. Stephen, Tabernacle,  
Word of Truth

### EHS/CCP WEST SIDE LOCATIONS

Child Star I & II, Cynthia Willis, Donna Seay,  
Franklin Wright, Fun Time Learning,  
Greater Ebenezer, L.A.C.C.,  
Ready 2 Learn, Village of Shiny Stars,  
Tiffany Dye, Bright Beginnings, Tott's,  
House of Joy, Carlee Floyds



## **Matrix Human Services**

### **CONFRONTING COVID-19**

*Matrix Human Services staff showed amazing resilience, adaptability, and drive to serve children and families during an unprecedented worldwide disaster. In March of 2020, the world of Head Start changed dramatically. Matrix acted quickly to transform our program to virtual learning and staff working remotely as we continued to provide quality services to children and families. Our number one priority was to ensure everyone remained healthy and safe. We provided ongoing emotional and mental health support to staff and families at the onset of the pandemic and throughout with peer support, one-one counseling/support and grief counseling. We created a pandemic taskforce that took on the responsibility of developing and implementing policies and procedures to mitigate risk of exposure, contact tracking and reporting.*

### **SUPPORTING BASIC NEEDS FOR ALL OF OUR ENROLLED FAMILIES DURING THE PANDEMIC**

**Food Distribution:** *Matrix Head Start partnered with Wayne Metro Community Action Agency and Atlas Food to provide food and other essential items to families during the pandemic. More than one thousand families from both the Birth-5 and Child Care Partnership programs received \$200.00 worth of food of their choosing over the course of six distributions. With these dollars families were able to select enough supplies to provide twelve meals plus cleaning or PPE supplies. Families picked up their boxes from two food distribution sites, one each on the east and west side of Detroit and received at home deliveries when they were unable to pick up their items.*

*Both programs also took advantage of COVID funds from the federal government to provide food, specialty items for children with allergies or disabilities, and other supplies to our families in the most need. Using Walmart gift cards and Amazon for home delivery, 306 families experiencing homelessness, families with no income, and children in foster or grandparent care, received the necessities they needed.*

**Diapers, Wipes, and Formula:** *Birth – 5 held four drive-through distributions of diapers, training pants, wipes, baby food, dental supplies, and other necessities. CCP delivered these same supplies directly to their families' homes. Families received cases of diapers and formula to carry them through to the next distribution.*

**Personal Protective Equipment (PPE), Disinfection, and Supplies:** *All Birth-5 and CCP centers and family child care homes were professionally deep cleaned and disinfected. Matrix provided thermometers, masks, gloves, sanitizing products and equipment, and portable water sources at all our locations.*

**Learning Kits:** *During these distributions and other center-based events, families received educational learning kits, books, and activity sheets to assist in keeping their children engaged.*

### **SUPPORTING THE EMOTIONAL WELLNESS OF FAMILIES AND STAFF DURING THE PANDEMIC**

**Virtual Meetings:** *Parent Policy Council, Head Start Committee, Parent Committees, Managers and Administration Team meetings all switched to Zoom. We encountered some challenges in moving everything to a virtual setting, i.e., internet connections, IT equipment, and coordinating schedules across the program, however Matrix powered through and successfully moved the entire program to a virtual setting.*



## **Matrix Human Services**

**Weekly Contact:** Staff meetings were conducted weekly via Microsoft Teams to keep everyone up to date on what was happening across the Agency and Head Start. And staff members were in touch with families in their classrooms or on their caseloads weekly as well.

**Emotional Wellbeing:** Many staff members and families experienced COVID related loss and the effects of having COVID themselves. Matrix provided access to grief counseling sessions both in a group setting or individually. The program also supplied referrals and connections to wellness resources for families.

**Motivating Staff and Families:** Keeping staff motivated and encouraged so they were able to motivate and encourage our families posed some additional concerns. Once again Matrix stepped up to the task. Engaging in town hall virtual staff meeting, inviting guest speakers to lift our spirits, and providing the opportunity to participate in several webinars and trainings focused on staying positive and limiting stress.

### **SUPPORTING CHILDREN DURING THE PANDEMIC**

**Virtual Teacher Training:** Training videos were created to engage teachers in pre-service training as well as CPR and First Aid. Education specialists continued to support the teachers both virtually and in-person during times when the centers/homes remained open.

**Virtual Classroom:** The Birth-5 children/families were loaned six hundred data-enabled tablets, assistance with internet connections, and packets of home supplies to ensure children could participate in remote learning. EHS/CCP classrooms were open for in-person services and provided teachers with virtual support weekly.

**At Home Learning Activities:** Families in both Birth-5 and CCP programs received at home learning activity kits that included a variety of educational materials, toys, books, and activity sheets. To foster and encourage parent engagement the activity sheets provided parents with ideas, and activities they could do together with their child(ren). Regular calendars of curriculum-based learning activities, home wellness practices and ideas, and program updates were also posted to the agency's website on a special parents' resources page.





## **Matrix Human Services**

### **EDUCATION SERVICES**

*Matrix Birth-5 and EHS/CCP programs both use the evidence based High Scope Curriculum, which is grounded in current child development theory and research. Our framework for understanding and supporting children's learning from birth to age five is based on forty-two key developmental indicators (KDIs) which align with national and state early learning guidelines and the Head Start Early Learning Outcomes Framework (ELOF).*

*The Birth -5 Coaches and the EHS/CCP Child Development Specialists work with teachers on implementing curriculum in their classrooms, developing a daily schedule that works best for the children, creating an age-appropriate learning environment, and coaching teachers on how to engage families in children's learning. Teachers intentionally follow the curriculum's approach and guidance while using their knowledge of children's and families' strengths, needs, interests, and cultural and linguistic backgrounds to modify the curriculum's activity or teaching practices. Teachers are coached using the Practice Based Coaching (PBC) model.*

*Child-level assessment data is aggregated and analyzed three times a year. Time 1 sets a baseline, Time 2 provides an opportunity to assess children's development and gauge whether previously identified interventions were effective, and Time 3 provides an overall assessment of the child's development. Based on assessment data, course corrections are made with program approaches to School Readiness goals, dual language learning, classroom strategies, teacher coaching, inclusive classrooms, etc.*

*2019 -2020: Child Observation Record (COR) assessment Time 1 was completed however, due to COVID-19 pandemic and subsequent program shutdown, we were unable to complete Time 2 and Time 3 of the assessment.*

*Kindergarten readiness has remained a special focus during the pandemic due to the gaps created by remote and virtual instruction. The program has continued to provide Parent Kindergarten Transition Workshops, where elementary schools present information and address parents' concerns and questions parents had regarding kindergarten enrollment. Elementary schools also offered virtual tours to help with choosing the best school for their children. The program also provided supplemental activity calendars for kindergarten preparation, distributed activity backpacks for these children, and held a summer program in July and August 2021 specially focused on rising kindergartners. Overall, 402 children attended the 2021 Summer School program, and included all age groups.*





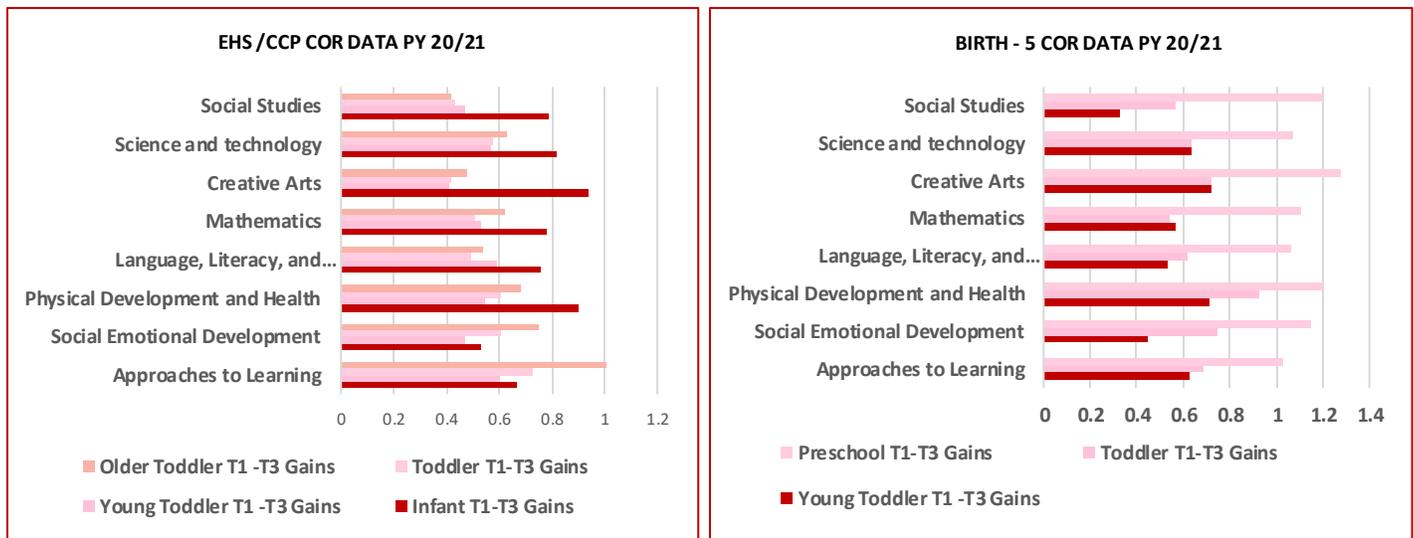
# Matrix Human Services

## EDUCATION SERVICES CONT.

COR Demographics PY 20/21	Time 1		Time 2		Time 3	
	B-5	CCP	B-5	CCP	B-5	CCP
Classroom	138	50	138	50	138	51
Children	843	281	882	277	859	283
Infants	n/a	32	n/a	38	n/a	42
Young Toddler	121	67	12	77	64	89
Toddler	121	106	119	115	106	109
Older Toddler	n/a	76	n/a	47	n/a	43
Preschooler	588	n/a	642	n/a	660	n/a
Children with IFSP or IEP	54	12	63	12	81	12

The Birth-5 and EHS/CCP Demographics chart provides information on number of classrooms, number of children by age range, and number of children with an IFSP or IEP that were assessed using COR during program year 2020/2021. The numbers of each age range remain consistent from prior years.

### Child Observation Record (COR) Data for Program Year 2020 – 2021



**The COR Assessment is based on objective anecdotal notes about the child, recorded over time and by a trained observer (Teacher) each COR item is scored using an eight-level scale ranging from 0 (lowest) – 7 (highest).**

Time 1 assessment is completed in the fall at the beginning of the program year and sets the baseline for where children score across all of the domains, followed by Time 2 completed mid-year, and Time 3 completed during the final months of the program year. The charts above show the gains children made during the COR assessment between T1 – T3. This is a high level view of the children’s progress during the program year. However, the data gathered during each time period is analyzed and disaggregated at the individual level to determine the growth and development for each child in all of the domains. The data is used to assist management with making decisions regarding teacher support and training, and materials and supplies needed to enhance the classroom environment.

The charts above show the most significant growth between T1-T3 for infants (EHS/CCP) and young toddlers, preschooler (Birth-5) was in “Creative Arts”. Creative arts for infants focus on the process of discovery and sensory development whereas in older children it changes to holding mental images in their minds and using art to represent their feelings. Other areas where we see significant gains is in physical development and health. Infants start with basic mobility and as children grow, they become more coordinated, gain muscle strength and stamina, along with greater control and balance. Because the COR assessment is conducted over the program year, we witness continuous developmental changes as they occur in real time.

The lower COR scores can be indicators of developmental concerns and/or identify areas where the teacher may need additional training and support, the classroom may be lacking in appropriate materials, or attendance issues. Once identified the issues are quickly addressed.



# Matrix Human Services

## DISABILITY SERVICES

	Birth - 5 Head Start	Birth - 5 Early Head Start	EHS/CCP
<b>Actual Enrollment PY 19/20</b>	927	502	331
IFSP 2019-2020	0	29	15
IEP 2019-2020	99	0	0
<b>Actual Enrollment PY 20/21</b>	926	491	210
IFSP 2020-2021	0	1	12
IEP 2020-2021	3	0	0

Individual Family Service Plan (IFSP) is designed for children 0-3 years of age.  
Individual Education Plan (IEP) is designed for children 3 years and above



The chart displays the number of children diagnosed with a disability who received services through Local Education Agency (LEA) Part B providers (Detroit Public Schools) or State Early Intervention Part C providers (Early On). Matrix Human Services has policies and procedures in place that promote and support inclusion of children with disabilities and developmental delays. Children with disabilities and their families are welcome and included in all the Head Start Birth to 5 and EHS/CCP programs. We welcome and recruit for the enrollment of children with disabilities, developmental delays, or challenging behaviors.

## MENTAL HEALTH SERVICES

Our Mental Health specialists support the Social and Emotional development of the children we serve, starting with a developmental screening with the parent-lead ASQ SE-3 observation tool. We utilize the Pyramid Model and Conscious Discipline as our Social-Emotional curriculum enrichments as well.

Through a generous grant from the Hares Foundation, we were able to implement Calm Down/Cozy Corners in all toddler and preschool classrooms to help teach children self-regulation skills. We allocated Quality Improvement funds from the Office of Head Start to implement a trauma informed care curriculum by contracting with Trauma Smart. The Trauma Smart kick off began in the Fall of 2019 and will continue through 2023. Trauma Smart is an evidenced-based training and coaching model designed to create a trauma-informed environment with more resilient caregivers and students, which improves students' school readiness. Trauma Smart uses a train-the-trainer model so the curriculum will be sustainable after the contract expires.

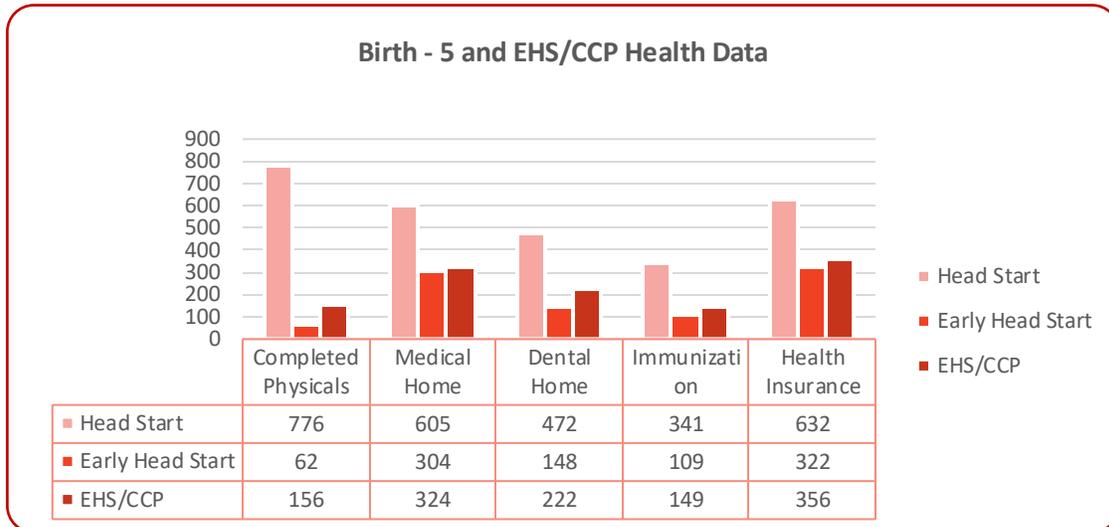
Mental Health also supports the wellness of staff and families through trainings and professional development opportunities, and coordinates with Disability staff to ensure that the needs of all children are met through individualization of education and development plans.



# Matrix Human Services

## HEALTH AND NUTRITION SERVICES

We always encouraged our families to obtain physicals, immunizations, and oral healthcare before the pandemic and continue to do so during the pandemic with a clear understanding of the challenges and barriers families may have encountered.



### Health and Nutrition Services provided:

- ✚ Sent Health and Wellness email to keep parents and families encouraged and informed.
- ✚ Provided Oral Health Kits that included oral health information/education to families during food and other distributions.
- ✚ Virtual meetings and phone calls were scheduled with parents of children diagnosed with chronic illnesses, including asthma and diabetes.
- ✚ To ensure that children and their families had medical and dental homes, i.e., a regular healthcare provider that is not an urgent care or emergency department, we encouraged parents to use the tele-health option for physicals and consultations.
- ✚ Encouraged parents to continue to update their children’s vaccinations.
- ✚ Because children were not in person to receive nourishing meals and snacks, biweekly distributions were held where parents were provided boxes of appetizing and healthy food.
- ✚ Harvest boxes of fresh, locally grown food from Keep Growing Detroit were also distributed.
- ✚ Personal protective equipment and other COVID-related supplies and equipment were made available to families and staff.
- ✚ These virtual staff and parent trainings were conducted to promote a safe, healthy, and nurturing environment COVID Protocols, Controlling Communicable Diseases CPR and First Aid, vaccine promotion and presentations.





# Matrix Human Services

## PARENT AND FAMILY ENGAGEMENT

The Program supports and encourages families to become involved in a wide variety of activities that help to support and enhance parent-child relationships. Families may choose the level of involvement that is best for them but are encouraged to be engaged. Some families will embrace opportunities while other families may choose to be less involved. Family engagement activities are introduced at enrollment and continue until the child and family transition from Early Head Start/Head Start to kindergarten. Working with families to identify their school readiness needs in the areas of education, child development, health, mental health, nutrition, parent engagement, community and father involvement are ongoing throughout the program year. The Family Advocates (FA) continuously provide information and resources to the families.

We recognize the importance of cultural sensitivity and make every effort to provide bilingual services, such as books, translations, and interpreters in the family's native language. The program uses a Family Needs Assessment, Family Partnership Agreement and PFCE Goals that are aligned with the Parent, Family, and Community Engagement Framework Outcomes (see inset). Family partnership is a process of steps which includes building relationships; identifying family interests, strengths, hopes, and visions for the future; identifying specific resources and referrals to address family needs if they are beyond the program's scope; conducting follow-up on the outcomes of the referrals; establishing family partnership goals; and monitoring family partnerships in case adjustments are necessary. FA's encourage collaboration with agencies already providing services to families and identifying those most helpful to the family's needs/interests. FA's serve as a guide in goal setting and give appropriate referrals to support their goals and address any barriers.

Positive & Goal-Oriented Relationships			
Equity, Inclusiveness, Cultural and Linguistic Responsiveness			
PROGRAM FOUNDATIONS	PROGRAM IMPACT AREAS	FAMILY OUTCOMES	CHILD OUTCOMES
Program Leadership	Program Environment	Family Well-being	Children are:
Professional Development	Family Partnerships	Positive Parent-Child Relationships	Safe
Continuous Learning and Quality Improvement	Teaching and Learning	Families as Lifelong Educators	Healthy and well
	Community Partnerships	Families as Learners	Learning and developing
	Access and Continuity	Family Engagement in Transitions	Engaged in positive relationships with family members, caregivers, and other children
		Family Connections to Peers and Community	Ready for school
		Families as Advocates and Leaders	Successful in school and life





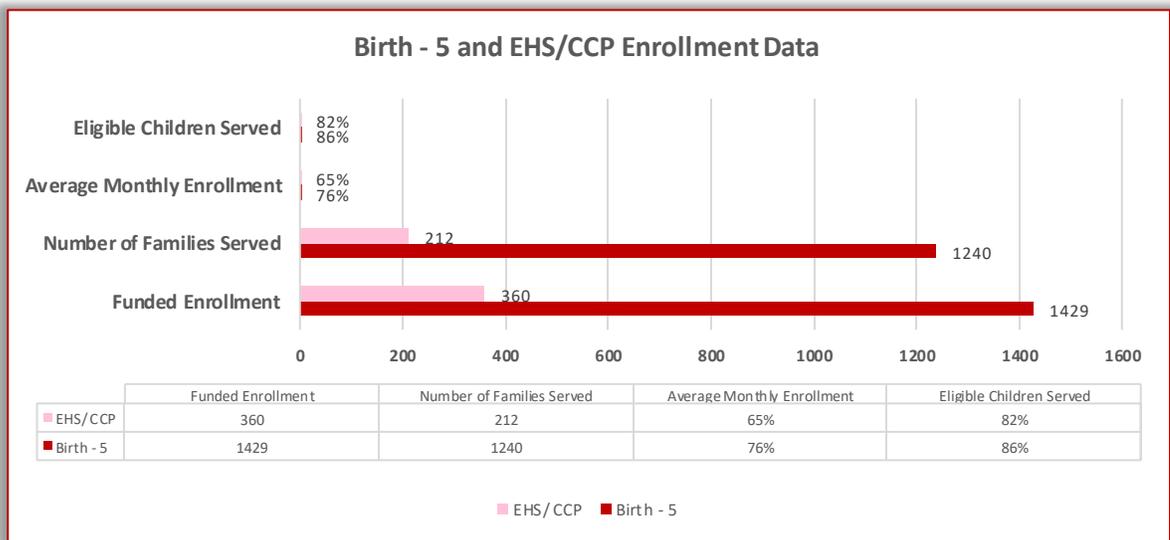
# Matrix Human Services

## ERSEA

E – Eligibility, R – Recruitment, S – Selection, E – Enrollment, A - Attendance



*ERSEA manages how programs determine eligibility, recruit, and enroll children, and track attendance. Eligibility ensures the children/families with the most need is enrolled in the Head Start program. Recruitment is an ongoing, year-round approach that reaches out to families in the community. Matrix recruits' families through a variety of practices such as social media, eblast, community partners/events and other social platforms. Selection is completed based on a set of criteria points determined by the community needs assessment. The selection process ensures that children identified would benefit the most from being enrolled in Head Start. Enrollment processes are in place to ensure the children/families are enrolled in their desired program option and location. Attendance is monitored and tracked daily as required by the 85% mandate set for by Office of Head Star. Matrix encourages families to attend daily because it sets a good foundation for future learning. Due to the COVID 19 pandemic we faced challenges in meeting and maintaining full enrollment, average daily attendance, and staffing.*





## **Matrix Human Services**

### **FACILITY AND QUALITY IMPROVEMENT**

#### ***Birth - 5 and EHS/CCP:***

*Significant renovations and improvements were made to facilities and to both indoor and outdoor play areas, and COVID -19 Protocols were put in place and remain effective:*

- *Professional cleaning and sanitizing equipment*
- *Rerouted entrances and exits to mitigate exposure*
- *Comfy rooms were established for children who became sick and required isolation during the school day.*
- *To encourage extending classrooms outside, brand new playgrounds were installed, and major renovations were completed at several B-5 centers. In most of the EHS/CCP locations the outdoor play area received upgrades, such as shade elements, outdoor furniture, landscaping, fencing with security and water sources.*
- *Old, outdated appliances were replaced with new energy efficient appliances.*
- *Painting, lighting, security system upgrades, HVAC Units, and flooring.*
- *Zono machines, portable water sources and temperature scanners were purchased for all centers to help mitigate the spread of COVID.*

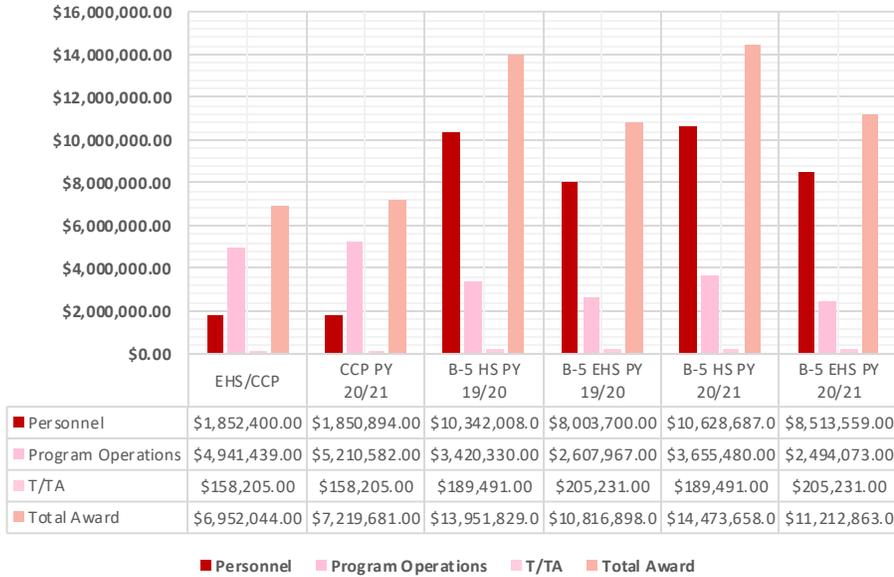




# Matrix Human Services

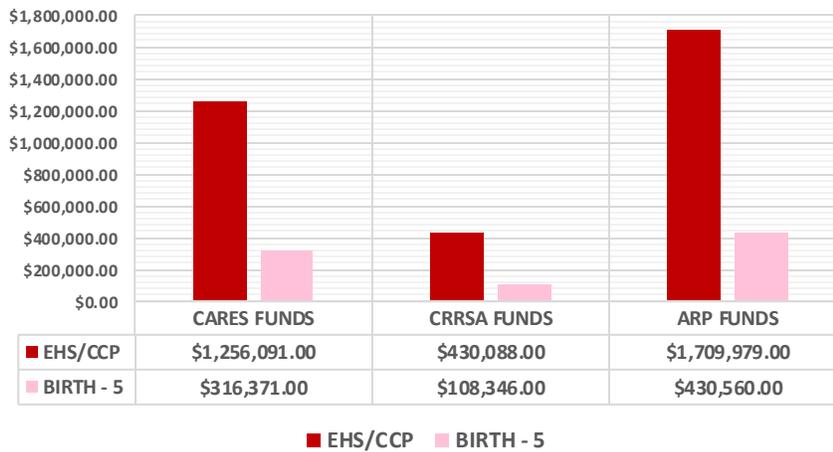
## FISCAL OPERATIONS

**Birth - 5 and EHS /CCP Program Operations Budget**



The total award for both programs include program operations and T/TA (training and technical assistance). The T/TA funds are allocated for specific staff trainings, local, regional, and national conferences, and external consultants. The program operations budget covers everything from staff salaries, contractual partners, supplies, equipment, vehicles, to facility upgrades and improvements. A team of fiscal and program staff develops the annual budget. Once the budget is complete it is presented to and approved by the Parent Policy Council and Board of Directors.

**Birth - 5 and EHS/CCP Covid 19 Funding**



**CARES and CRRSA:**

These funds provided Matrix with the opportunity to continue services for children and families during the pandemic. We provided families with computer equipment to enable remote learning, educational learning kits, oral health kits, food pantry resources, and PPE supplies. HVAC upgrades, sanitizing and professional cleaning at center and home locations, diapers, wipes, and formula were also purchased for program use.

**American Rescue Plan ARP:**

These funds allow Matrix to continue supporting children, families, and staff as we navigate through the pandemic. We have and will continue to allocate funds for staff retention pay and sign-on bonuses, improve facilities and outdoor play areas and provide resources for families.