

NATSAP NEWS

The National Association of Therapeutic Schools and Programs

MARCH 2002



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President's Remarks

Paul Smith, Clinical Director, Catherine Freer Wilderness Therapy

As I reflect on the start of my tenure as President a number of thoughts and feelings have bubbled into my conscious mind. The most prominent being a sense of gratitude for the amount of work and energy that has been expended by a host of different people to get us where we are today. John Reddan's excitement and verve pulled us into an alliance. Past and present committee and board members did much of the heavy lifting, in our early stages and up until now, that has constructed a stable foundation for us to continue building upon. Kimball's commitment, effort and leadership have set a standard of service and volunteerism to our association that I hope I can match in my own way. More recently, I've been grateful for the dawn of Andy Anderson's tenure as executive director and the skills and abilities he brings to this endeavor.

I believe that we are at an interesting developmental stage in our association and our member program's growth. We are beyond the formative steps, our basic values are established, we have something substantial to offer the community and our identity has surfaced. I would assess us as being somewhat akin to a normative middle to late adolescent with some struggles and major decisions ahead, which will be ongoing aspects of our maturing process, such as solidifying our identity, making key relationship decisions and understanding our role relative to the rest of society. However, it is also a time of immense opportunity, individuation and fun. Which, like most developmental stages, will cycle around again, but not likely with the same energy or circumstances that exist now.

I have served on the NATSAP board for just two years or so and it is a measure of those board members that came before me and that I serve with now that our association is as healthy as it is presently and that it is poised for more. I believe that the board is representative of the membership's interests and concerns; it is certainly constituted of the diversity of program models that exist in our association. More importantly, in my experience, it is robust and receptive enough to manage differences of opinion, approach and style. Which, I might add,

there has never been a shortage of. As I take over the position of President my hope is that we continue the richness of dialogue, sometimes dissension and ultimately the content of this association in a way that will be of the most sustainable benefit to our mission.

Finally, and this will have less meaning for those of you who were not at the conference, it is likely true that shorts wearing adult males are impulsive and possibly even mildly irreverent. However, their ability to stick to the important part of the agenda that is to say the most important part of the agenda, the adjournment time, was exactly correct, even if it was motivated by wanting to go surfing.

Paul Smith's Bio below says a lot about him: intelligent, family oriented, and professional. Paul is caring, driven and a sensitive person who loves our industry, the outdoors and those we serve. I am proud to say he was my friend before my "boss" He will be a great President and as always, a true friend to NATSAP and our members. He will serve us well! ~ Andy Anderson



My mom was a school psychologist and my father was an ecology and forestry professor. The themes of social work and nature go even deeper than that in my family tree. Throughout my formative years I was surrounded in story and actuality by teachers, travel, outdoor living, counseling and an ecological ethic. I have been very fairly un-original in my choice of vocation given the family in which I was raised. I just ended up doing what came most naturally. Helping run an outdoor treatment program. Along the way I became interested in the issues of standards, quality and accreditation of programs, first with the administration and operation of our own program and later as a member of OBHIC. My more recent involvement with NATSAP has included similar themes as well as the general issues of how to promote and grow our association while staying true to our mission and the real needs of member programs. As a married dad with a 1 and a 3 1/2 year old my time gets pretty full with coloring, crawling around, pushing swings and changing my shirt about 3 times a day from the assorted things that end up there. We've been carrying on the family tradition with as much travel and outdoor time as we can manage.

Recent media articles have hurt our industry due to the media and general public's misunderstanding that Wilderness Therapy Programs and Boot Camps are synonymous.



WILDERNESS THERAPY OR BOOT CAMPS: IS THERE A DIFFERENCE?

By: Keith Russell, Ph.D

Recent events at adolescent treatment programs operating in the West have prompted another wave of interest in wilderness therapy, a treatment approach used by more than 100 outdoor

behavioral healthcare (OBH) programs currently operating in the United States.

Wilderness therapy is becoming increasingly popular because it enhances traditional 12-Step treatment approaches with a wilderness challenge that provides an alternative for resistant adolescents unwilling to commit to treatment due to the stigma associated with traditional approaches.

Though wilderness therapy has been in existence in one form or another for more than 50 years, there remains an important misunderstanding of treatment theory and process. The boot camp approach is designed to reflect a military model by breaking down an individual through aggressive physical and emotional confrontation, to then build them back up to be more compliant in post-treatment environments or society in general (Mitchell, MacKenzie, Gover, & Styve, 1999). This misperception is critical to address because research has shown that boot camps are not effective in treating adolescents with behavioral and substance abuse disorders (Pearson & Lipton, 1999), and that practices used in boot camps can be considered cruel and unusual (Lutz & Brody, 1999).

So how is a wilderness therapy program different than a boot camp? On the surface, because of the challenging nature of wilderness expeditionary living, wilderness therapy may seem similar to this model. Wilderness therapy, as defined in the literature, involves immersion in wilderness or comparable lands, group living with peers, individual and group therapy sessions, educational and therapeutic curricula, all designed to reveal and address problem behaviors, foster personal and social responsibility, and enhance the emotional growth of clients. More importantly

than these process elements is the theoretical basis which guides most wilderness therapy programs. Texts by Davis Berman and Berman (1994) (Wilderness Therapy: Foundations, Theory, and Practice) and Michael Gass (1993) (Adventure Therapy: Therapeutic applications of adventure programming) and journal articles by Russell (2000;2001) have illustrated key theoretical elements of wilderness therapy that clearly separate the intervention from boot camp approaches. These theories are consistent with basic human centered approaches to counseling that rely on genuineness, unconditional positive regard, empathy, and concreteness of the therapist when working with adolescent clients to help build the therapeutic alliance with adolescents to effectuate change (See Rogers, 1961 for review).

Though wilderness therapy is physically and emotionally challenging, research has shown that it does not cross the line into degrading, depriving, or demeaning the adolescent client in order to break them down and force them into compliance. Evaluations of the wilderness therapy processes have shown that the challenging nature of the wilderness experience, coupled with the therapeutic relationship established with key staff, are important factors that have helped adolescents create a desire to change (see Davis-Berman & Berman, 1994; Russell, 2001). Also, state regulations and national accreditation standards require that established OBH programs meet the same standards as other behavioral healthcare programs with regard to the emotional and physical safety of adolescent clients. This includes minimum daily calorie intake, daily and weekly medical check-ups with medical staff, the use of individual

treatment plans, and risk management oversight so wilderness groups have daily contact with base camps at each organization. Because of the public and media misperception, future research and evaluation of OBH programs that utilize wilderness therapy as a treatment approach should focus on key process factors, and how these process factors relate to therapeutic change for adolescents.

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"Wilderness is the point where the road not only stops, but the healing begins. Kids hear noises they do not understand. It is the sound of their own thinking."
Andy Anderson

**NATSAP "FACING THE FUTURE"
CONFERENCE 2002
LEARNING, SHARING,
COLLABORATING AND GROWING**
By Jan Moss
2002 Conference Chairperson

The NATSAP Facing the Future Conference held January 24-26 at the Marriott Marina and Resort on Hutchinson Island in Stuart, Florida was a sun filled success! Three hundred professionals came together and shared a learning and fun-filled environment to look into the future of NATSAP, our industry and the youth and families we all serve.

Our excellent conference committee provided participants with a conference filled with good speakers, controversial speakers, good food and fun.

Professionalism, learning, collegiality, fun, sun and hard work are all words that came to mind upon sitting quietly in my hotel room after the last group left the conference center on Saturday, January 26, 2002.

The conference combined a gathering of some of the very best in the business to share and learn, teach and listen. From member programs to a host of non-member programs (not for long I hope!) and our friends and colleagues, the referring professionals, it was truly a gathering of "eagles".

"Our vision is a nation of healthy children. We are the voice inspiring, nurturing, and validating the courageous work of our schools and programs." This vision was never more evident than in the breakout rooms and hallways of the Hutchinson Island Marriott conference center. This vision was graphic in our conference attendance and activities.

In the shadows of a difficult economy and the tragedy of 9-11-01, 103 programs from our industry took the time, effort and expense to attend our NATSAP "Facing the Future"

Conference. I had within the last few months attended conferences and saw numbers fall far below not only the predicted number of attendees, but far below the average for these conferences. Not so at NATSAP!

In a time when the past tragedies of 9-11 were fresh in our minds the conference attendees came in numbers with their commitment, caring attitudes and desire to learn and share. The attendance was beyond our expectations when one looks at the last four months of conference attendance and travel dilemmas that have faced all areas of business in our country.

To have this type of attendance and support is "stellar". Yes, stellar, not only in attendance, but stellar in the communications of our presenters and exchange of ideas. This, combined with the friendship, professionalism and new and renewed connections of our participants made the

conference exciting and made NATSAP and our board very proud. More importantly it makes us proud of our industry as a whole. We must continue to come together and teach, learn, consult and continue to raise the bar for those we serve.

I cannot wait for the NATSAP Conference in Santa Barbara, California in January of 2003.

See you there!



Jan Moss & Dr. James Shaw

*Thank you to the 2002
Conference Committee*

*Jan Moss, Chair
Spring Ridge Academy*

*Kimball DeLaMare
Island View RTC*

*Penny James-Riddel
Explorations*

*Greg Lindsey
Hidden Lake Academy*

*John Santa
Montana Academy*

*Steve Schultz
Alternative Youth Adventures of Utah*

*Rosemary Tippet
Three Springs*

*Brad Gerrard
Provo Canyon School*

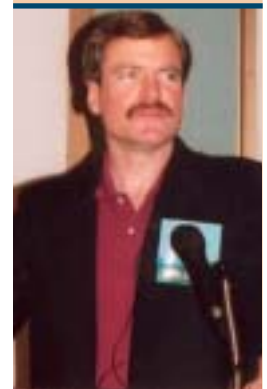
*Andy Anderson
NATSAP*

*"We must continue to
come together and
teach, learn, consult
and continue to raise
the bar for those we
serve."*



Will White, Diane & Paul Smith

Summit Achievement & Catherine Freer Wilderness Therapy Expeditions



*Gary Ferguson, author
"Shouting at the Sky"*

**NATSAP
2003 Conference**

"Focusing on Families"

January 23-25, 2003

*Fess Parker's
Doubletree Resort*



NATSAP HERE TO SERVE OUR MEMBERS

By Andy Anderson

NATSAP and its future excited me and appealed to my spirit and love of "community". When a group of people come together with good intentions, hard work and a positive attitude I want to be a part of that group. It is an honor and a joy for me to

be your Executive Director. Service is my life, and I want to make a positive difference. Let me tell you very honestly my vision and dreams for NATSAP.

We will serve our members, referring professional partners, children, families and our industry with professionalism, pride, promptness, respect, a sense of humor and a burning desire to improve. We will be ethical, fair, courageous, and shrewd. We will make mistakes, but we will correct them. We will be successful and we will share in that success.

Members and partners in NATSAP are NATSAP! They will have a say in what we do and how we do it, from the smallest member to the largest. They are all very important and deserve the best. My time at work belongs to all of you.

NATSAP will improve, we will grow, we will tackle problems as they come and we will do it in the spirit of servant leadership. I hope that all our members will join with NATSAP in making the industry the absolute best that it can be. We are looking for inclusion, not exclusion and we are all capable of teaching in the process as well as learning.

I have extended experience in a number of areas that I offer to you all: program operation, media relations, marketing and advertising, video production, legislative process, fund raising, event management, training of employees and others. This is an offer of help and support to all of you. Use the resources you have at hand. Pick up the phone and let me discuss your problem areas, your successes and how to build on them. We must get in front of issues and problems. The time to promote NATSAP and our members



*Betsy Jacobson-Warren & Rick O'Dell
Academy at Sisters & J BarJ Boys Ranch*

is in pro-active times, not reactive times when the bullets are flying.

I hope everyone noticed our new NATSAP logo! It was unveiled at our conference in January 2002. Roberts Communications, an award winning communications firm in Tampa, FL, designed and produced the logo, pro bono. Please contact the NATSAP office if you would like an electronic file of the logo for use on your literature and your web site.

This newsletter was written, designed, and printed at our NATSAP office in Clearwater. I hope you enjoy it as it will only get better.

My office hours are flexible to be available to all time zones. Call me, and if you miss me, leave a message and I will promptly return your call.

If you have an emergency call me on my cellular phone at 727-580-5473, or on my home phone at 727-442-1928. You will not be bothering me.

Jack Rich and Norm Wakely



*Anne Winn-Smith
"How to Use MAPS &
A TOOL Kit"*



*Mike DuHoux
Wilderness Treatment Center
NATSAP T-Shirt Winner*



*Steve Fairbanks
Building Bridges
NATSAP T-Shirt Loser*

ETHICS/PRINCIPLES CORNER

By John Santa

From time to time NATSAP will present articles on specific issues related to our "Ethical Principles" and "Principles of Good Practice".

A recent issue of great concern is the recent proposal of a referring agent to provide student referrals in exchange for fees paid by programs. They even suggested a discount in referral fee based on the number of referrals that are provided. A number of our member programs were approached with such arrangements and rightfully registered concern and alarm to our executive director and our board. NATSAP President, Paul Smith, wrote to the fee for referral service and let them know that this was in direct conflict with the NATSAP Ethical Principles and asked the service to respect our association's ethical position by not approaching member programs with such proposals.

Given the situation has arisen, we felt it might merit a brief discussion as to how and why program payment for referral violates NATSAP's ethical principles and practice standards. In terms of ethical principles, the problem arises primarily with Principle's 5, 9, and 11 which state that member programs must (5) "avoid dual or multiple relationships that may impair professional judgment, increase the risk of harm to program participants, or lead to exploitation", (9) "place primary emphasis on the welfare of our program participants in the development and implementation of our business practices", and (11) which states that member programs must "fully disclose to prospective candidates the nature of services, benefits, risks, and costs."

"The first step in ethics is a sense of solidarity with other human beings."

Albert Schweitzer

The situation is even more explicitly addressed in the Practice Principles section 2.4:

- 2.4 Member schools/programs will:
 - 2.4.1 Not offer or accept payment for referrals.
 - 2.4.2 Represent facts truthfully to program participants and third-party payers.
 - 2.4.3 Disclose fully all costs and fees for service
 - 2.4.5 Not use a name or marketing strategy that misleads the public or makes guarantees of outcome to consumers.

So, the proposal to charge, or pay, fees for referrals clearly contradicts our ethical practice principles. I suspect the reason for these principles is self-evident. If referrals are made in

return for payment an economic interest may directly compete with the student's needs. For example, Program A might be more appropriate for a student than Program B, but Program B will pay for the referral. Such a conflict creates the potential to harm students and contaminate the referral process.

If you have any questions or comments on this ethical situation or have another interesting problem to pose, please feel free to write to Andy Anderson who will refer your correspondence to an appropriate person for comment. Help us make the ethics corner a lively and important place for commentary.

John Santa, Chairman, Ethics Committee



**NATSAP BOARD MEMBER
SUSAN BURDEN**

Susan Burden is a new NATSAP Board member joining the 2002 group. Susan is a Senior Vice President with Aspen Education Group, Inc. with its headquarters in Cerritos, California.

Susan has been with them for the last eleven years. She is responsible operationally for nine of Aspen's Schools and Residential Programs. Susan works with the Executive Directors of Academy at Swift River, Stone Mountain School, Youth Care, Aspen Ranch, Turn About Ranch, SunHawk Academy, Mount Bachelor Academy, Excel Academy, and NorthStar.

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**NATSAP NEWS
Future Articles**

*Therapeutic Boarding
Schools ~ A Perspective*

*Schools and Programs in
NATSAP ~ Education is
Everybody's Business*

*Behavior Management
and Supervision in
Today's Society*

Interstate Compact

*Home Based Residential
Programs in NATSAP*

Focusing on the Family

*Members wishing to
obtain a copy of
JCAHO Standards
(no cost for NATSAP Members)
please contact
Mary Caesar Murphy at
the Joint Commission
630-792-5000*

A Call for Papers
for
NATSAP's 2003
LifeSavers Conference
"Focusing on Families"

Deadline for receipt of proposal
April 30, 2002

Questions may be directed to:
Andy Anderson
NATSAP Executive Director
727-442-7667
or
aanderson1537@yahoo.com

NATSAP VISION STATEMENT

Our vision is a nation of healthy children. We are the voice inspiring, nurturing, and validating the courageous work of our schools and programs.

NATSAP MISSION STATEMENT

The National Association of Therapeutic Schools and Programs serves as an advocate and resource for innovative organizations which devote themselves to society's need for the effective care and education of struggling young people and their families.

Very Important!
Please Contact the NATSAP office with any changes in information about your program so we can keep the NATSAP Website current.
Thank you!

NATSAP NEWS

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PAST PRESIDENT'S PIECE

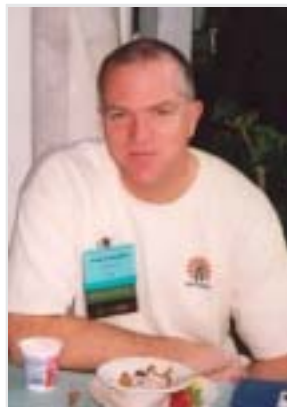
Many of you thought that you were finally able to pick up a NATSAP newsletter without having to see something from yours truly. Well, I thought I would take one more opportunity to intrude by writing a few final thoughts as Paul Smith comes on board as our Association President. I also wanted to clarify any confusion related to Paul's conference ending statement related to my son's use of lingerie. That said it truly is my pleasure to express appreciation for the opportunities I've had to learn from so many of you. In my closing remarks at another wonderful conference I stated that the 26th of January was a new Thanksgiving Day for my self and my family. I began to mention some of what I was grateful for when Paul concluded the conference a bit early. Perhaps men in shorts have 'issues' related to following the agenda or are just plain impulsive. In any event, Thanksgiving in January has had a lot to do with many of you: John Reddan and the other original risk takers who started NATSAP with little more than a vision come to mind. Others include John's wife Lori, the thirty plus who paid their way to the Ethic Summits, Board members past and present, conference presenters, sponsors, referring professionals who support our efforts, our hardworking new executive director Andy Anderson along with his "volunteer" wife. Without the considerable efforts of these wonderful people combined with the support of our members there is no way we could have come so far in such a short time.

As Paul takes on the reins of our Association I feel great relief that someone so capable is now in place. Paul's clinical, administrative, and organizational experience is impressive. More importantly, his love of family and friends along with his integrity will hold us in good stead. Please join me in welcoming him into this new role.

In terms of Jon's use of his mother's silk camisole, I will admit that as the base garment for an exotic costume which included a Korean royal robe and some of my wife, Lisa's jewelry, he stole the show at a preschool Christmas play as one of the Three Wisemen...now Paul, is there anything else?

My Best to You All,

Kimball DeLaMare, Island View, RTC



(Susan Burden - continued from page 5)

Susan states what she likes the most about her career with Aspen is the level of autonomy she and the executive directors of Aspen have to develop and deliver high quality services for adolescents and their families. Susan stressed that

AEG's goal is to hire highly qualified people and let them "drive the engine" of what we do. Before working with the residential schools and programs of AEG, Susan developed the Government Services Division of AEG. Many people are not aware that AEG has twenty-two children and adolescent mental health clinics. Susan managed the development of these sites in Orange and Los Angeles Counties. Prior to her time with AEG, Susan worked in the Alcohol & Drug Services field directing services for adolescents and adults. A point of pride for Susan was being

named the director of the Claudia Black Program in the early 90's. She has taken this expertise into her programs at Aspen with a multi-year training program in alcohol & drug services at AEG programs. She is proud of the enhanced programs in alcohol & drug services particularly at Mount Bachelor Academy, NorthStar, and Aspen Ranch.

Education has played a pivotal role for Susan in her own life and her work at AEG. Susan completed her Bachelor's degree in Education in 1975. She followed up with three graduate

degrees in counseling, theology, and health care administration. Susan believes in being a "life long learner." This thirst for learning has developed into a passion for Susan in her favorite hobby—International travel. One of Susan's personal goals was to see all of the world continents. She completed this goal in December 2001 when she set foot on the

continent of Antarctica. A common question for Susan has been what in the world do you see in Antarctica? Quite a lot is the answer. In addition to international travel, she is an avid reader and theater fan.

Susan is excited to be on the NATSAP board because she believes the organization offers programs an opportunity to develop best practices and provide support to the leadership and staff in our field of work.

"Susan Burden's tenure as a NATSAP Board Member will be awesome. Susan's intellect, experience, positive attitude, and solid judgement will be a huge asset to NATSAP and our industry." ~ Andy Anderson