

# NATSAP NEWS

The National Association of Therapeutic Schools and Programs

WINTER 2002



## NATSAP BOARD OF DIRECTORS

Paul Smith, President  
Catherine Freer Wilderness  
Therapy Expeditions

Michael Allgood, Vice President  
Cascade School

John Mercer, Treasurer  
Mission Mountain School

Penny James-Riddell, Secretary  
Explorations

Susan Burden  
Aspen Education Group

Kimball DeLaMare  
Island View RTC

Craig LaMont  
New Haven, RTC

John Santa  
Montana Academy

Gene Thorne  
Discovery Academy

Rosemary Tippet  
Three Springs

Betsy Jacobson-Warren  
Academy at Sisters

Will White  
Summit Achievement

Diane Albrecht, Ex-Officio  
Educational Consultant

John Reddan, Ex-Officio  
Board Member

## NATSAP STAFF

Andy Anderson  
Executive Director

PO Box 4949  
Clearwater, FL 33758  
Tel: 727 442-7667  
Fax: 727 442-8305  
Cell: 727-512-9144  
aanderson1537@yahoo.com  
WWW.NATSAP.ORG

## THE YEAR 2002 - A TIME OF ADJUSTMENT, NEW IDEAS AND SUCCESS

2002 began with a wonderful NATSAP Conference in the sun in Florida. From that point we set forth to continue our work of helping children, youth and families. The crisis of 9-11 was a constant as people were concerned about terrorism, attacks in country and generally the frailty of our lives. Our innocence was lost. Life was changed forever.

Kids kept having problems, families remained in crisis, although now they had yet one more factor to make kids (and some parents) want to escape, self-medicate and say "what difference does it make?" The stock market then grabbed us all by the throat (Enron, WorldCom, etc.) and shook us to our core. Persons lost 1/3 to 2/3 of their wealth in a matter of days.

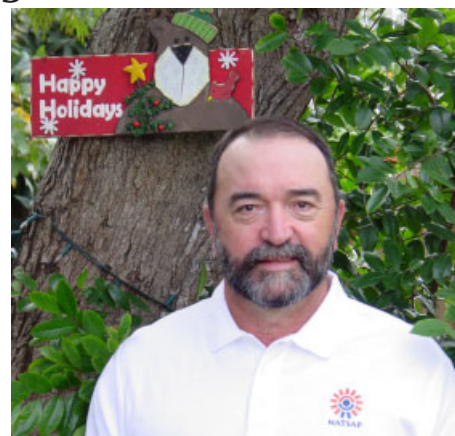
There were a series of accidents resulting in death in several programs (And might I say that based on the facts I have before me, they are random acts of sad tragedy that proves that bad things happen to good people). The media of course in its lack of self-control and reason inflated these events and heightened anxiety.

*History is the version of past events that people have decided to agree upon.*

*Napoleon Bonaparte*

Is the sky falling? No. NATSAP is strong. We had several members leave the association for various reasons, but we also have had more inquiries about new membership than at any time in my tenure. Recent new members include: The Oliverian Schools, Courage Brook Academy, Walkabout Treatment Program, and High Frontier, Inc.

Our business is strong. We must all seek every opportunity to promote the positive work we are doing. If NATSAP can get involved in a news story or any other type of agenda that promotes, preserves, supports and enhances the industry, please call and let me know.



NATSAP has started a Behavioral Support Committee and Academic Committee that will enhance and improve both of these important areas. If you have input or wish to join either of these committees, please contact me at the NATSAP office.

---

*Courage and perseverance  
have a magical talisman,  
before which difficulties  
disappear and obstacles  
vanish into air.*  
*John Quincy Adams*

---

Finally we look forward to two very important efforts in the next 30 days. One is the NATSAP Board Election. Kimball DeLaMare and Michael Allgood have chosen not to serve their final year in office due to pressing commitments at their programs and in a desire to focus more time with their families. These two

professionals have been pillars in the very foundation of our association.

These men have put in countless hours developing, building and strengthening NATSAP. We all owe them a debt of gratitude for their hard work and selflessness. Please take time to acknowledge the same to them by phone, mail, or in person.

They were both outstanding counsel to me in my position and will continue in those roles as well as doing committee work. Thank you to both Kimball and Michael.

The second area of significance is our 2003 NATSAP: "Focusing on Families Conference", January 23-25, 2003 at the Fess Parker Resort in Santa Barbara, California.

~Andy Anderson~

**NATSAP Mail continues to be sent to Savannah, GA. Please check that all of your accounting offices are using the Clearwater NATSAP Office Address**

*Thank you*

### **Congratulations!**

**Independent Educational Consultants Association on an Outstanding Conference in Washington, D.C. November 5-9, 2002.**

*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*

**I went to the woods because I wished to live deliberately, to front only the essential facts of life, and see if I could not learn what it had to teach, and not, when I came to die, discover that I had not lived.**

**Henry David Thoreau  
Walden (1954)**

### **Professional Library**

*One of the goals of the Strategic Plan of NATSAP includes developing a Professional Library.*

*Please send in reviews of books that you feel would benefit others in the organization that could be published in our new book review column.*

## **The Value of a One-on-One Trek as Ritual**

By Lorri Hanna, M.A., CTRS  
Executive/Clinical Director  
Soltreks, Inc.

*"The feeling of being valuable—I am a valuable person—is essential to mental health and is a cornerstone of self-discipline."*

~M. Scott Peck, M.D.

In The Road Less Traveled, M. Scott Peck expresses that children who do not feel valuable, transition from childhood into adolescence and young adulthood with greater needs of self-disciplined role models, a sense of self-worth, and a level of trust in the safety of their existence.

A One-on-One Trek supports these needs by providing a journey of the heart—a transitional opportunity for individuals to take action by clarifying problems, transitions, and new directions, while at the same time, gaining new perspectives and behaviors that will ground their lives. This is the essence of what Kathleen Wall, Ph.D. and Gary Ferguson speak to as personal ritual in their book Rites of Passage, Celebrating Life's Changes.

This *customized* experience combines a balance of physical activity (*the action*) with personal development workshops (*clarifying and new direction*). Paired with a grounded, self-disciplined, adult guide, each student begins the process of building emotional safety and trust with limited distractions and a student-centered plan. The student transitions through a series of phases, each with his or her own ritual for phase completion.

This unique mentoring relationship creates the space for positive emotional energy for gaining the awareness needed to create opportunities for change. As opposed to the common distractions and interruptions found within the group dynamic, an individual in a One-on-One Trek will solely commit to follow a simple principle while embracing the process of growth.

A sense of worth is accomplished through struggles with task completion and self-actualization. The intense therapeutic relationship offers a safety net for filtering through the conflicts and catching the opportunities of making



meaning from each experience. There is no place to hide in a One-on-One Trek. The instructor-student pair dances with the challenges of nature, common ground, planning, and silence. The experience builds upon the foundation that supports the challenges and changes of life.

Like all therapeutic wilderness experiences, the One-on-One Trek is not a quick fix. The power of this experience is set apart from all others and is validated by fully embracing this ritual over time. The value comes from persevering through the lessons and walking through the experience with compassion, understanding, discipline, and validation by their side.

*"When we run from our challenges they become monsters. When we walk through them, embrace them through ritual, fear turns to courage, hate to love, and ignorance to wisdom."*

~Kathleen Wall, Ph.D. and Gary Ferguson~



### **Welcome to Our New NATSAP Members**

**The Oliverian School, New Hampshire**

**Courage Brook Academy, New Hampshire**

**WalkaboutTreatment Program, Utah**

**High Frontier, Inc, Texas**

## 2003 Conference Offers Four Top Keynotes 18 Outstanding Presentations

The 2003 NATSAP Conference, "Focusing On Families" offers a myriad of learning and sharing opportunities. The four Keynote presenters Michael Jenike, M.D.; Claudia Black, Ph.D.; Julia Lewis, Ph.D. and Jerald Jellison, Ph.D. represent the largest number of NATSAP keynotes to date as well as four of the most renowned and powerful presenters.

The conference at the Fess Parker Doubletree Resort in Santa Barbara, CA January 23-25, 2003 combines substance, varied learning experiences, collegiality and location.

We hope to see you all in Santa Barbara for what we believe will be the best NATSAP Conference ever!



Three Springs did not currently have a facility or a presence in Georgia, however they were serving many Georgia families in the Alabama programs. Mike Watson, TSI founder was kind enough to create an unknown position for Rosemary where she began to run parent and aftercare groups. This grew into a referral relation's position where Rosemary worked on customer service for TSI from an outreach office. This has now been going on for 12 years. Rosemary says she works with the best bunch of people anyone could ask for.

Charlotte, her daughter, just turned 7 and the long awaited Mary Grace arrived June 30, 2002.

Rosemary says "The girls are more blessings than Mike and I could ask for." Mike is an attorney and practices Commercial Law.

TSI was a founding member of NATSAP, therefore, she has served on the board since it's beginning. Rosemary says it has been an exciting time and so amazing to see what can be accomplished when a

group of professionals with similar interests and passions come together.

Rosemary says the very best part of the board is getting to know other program leaders and sharing our vision for our industry. Also, the lifelong friendships that have formed have been priceless.

Rosemary looks forward to NATSAP's continued growth and the involvement of others who have not yet had a chance to step forward. According to Rosemary, NATSAP will help us as professionals in a business where we need to make excellence a habit and not just an act. After all, we are in an interesting role... we are the service provider with the most precious commodity... a CHILD. It's emotional, it's real, and it's honest yet it takes a great deal of skill and professionalism. NATSAP is the organization that will help its members balance such an important act.

## NATSAP Board Member Rosemary Gagliano Tippett

Bachelor of Science in Social Work  
University of Alabama at Tuscaloosa-1983  
Master of Arts in Counseling  
University of Alabama at Birmingham-1991

Rosemary Tippett, from Birmingham, AL, started in the field directly after undergraduate school with a start-up program where she was typing forms in the construction trailer so the program could take in their first kid. As we all know, when you're the new program on the block, you take the kids nobody else seems to want to serve. That was an interesting first year and Rosemary managed to stay for 10 years beyond that first year. She attended graduate school at night while working full-time. The rent had to be paid.

Rosemary met her husband Mike and dated long distance for 2 years, married and moved to Atlanta in 1991 directly after finishing her masters degree.

The Three Springs headquarters is in Huntsville, AL and Rosemary knew some of the Three Springs, Inc. (TSI) folks. She began job interviews in Atlanta but was having a hard time finding something she felt passionate about.

*Life loves to be taken  
by the lapel and told,  
'I'm with you kid.  
Let's go.'*  
Maya Angelou

## NATSAP NEWS

### NATSAP's 2004 Conference

"Best Practices"

January 29-31, 2004

Sheraton Sand Key  
Clearwater Beach, FL

Room Rates  
\$159 per night!!  
11 acres of beachfront

### A Call for Papers

for  
NATSAP's 2004  
Conference  
"Best Practices"

Deadline for receipt  
of proposal  
April 30, 2003

Questions may be  
directed to:  
Andy Anderson  
NATSAP  
Executive Director

727-442-7667  
or  
aanderson1537@yahoo.com

Will White, L.C.S.W.  
Summit Achievement  
2004 Conference Chairman

### NATSAP NEWS Future Articles

*Therapeutic Boarding  
Schools ~ A Perspective*

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

*Adult Programs*

*Serving Children  
Under 12*

*Safety Practices and  
Therapeutic Holds*

*Equestrian Therapy*

*Eating Disorders*

*Asperger's Syndrome*

2002 VOLUME, ISSUE 3

## 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

Andy Anderson

Editor

Vickie Anderson

Design and Layout

Andy Anderson

Photographs

NATSAP

PO Box 4949

Clearwater, FL 33758

Tel: 727 442-7667

Fax: 727 442-8305

Cell: 727-512-9144

aanderson1537@yahoo.com

WWW.NATSAP.ORG

## Benefits of Home-Based Residential Therapeutic Care

Steve Fairbank, LAC, NCAC II  
Co-Director, Building Bridges

Home-Based Residential Therapeutic Care is obviously not for everyone. However, if deemed appropriate, those students that are involved in residential therapeutic programs will be provided the opportunity to grow well beyond the limitations of enclosed campus style programs.

Home-Based Residential care sets up a situation where the student will experience "normal" life decision-making opportunities. Often they are placed in a public or private school system, which allows the student to function in a mainstream lifestyle. Staff, fellow peers as well as the community support this new lifestyle. Groups, lectures, individual counseling, 12 Step meetings, if appropriate, are all a part of the students daily activities. Yet, each individual is given the opportunity to develop positive friendships and learn to become comfortable in their new lifestyle.

This new lifestyle is to include positive interaction with authority figures, teachers, coaches, instructors etc, promotes positive self-worth and self-esteem. This ultimately results in the student being able to have the inner strength to say no to those decisions that can and will create harmful consequences in their daily living.

This style of therapy has no ceiling as the student continues to progress in his or her daily decision-making, so the trust and respect from staff and peers will continue to grow, thereby allowing the student to take more and more control over his or her individual life. Those activities that the student had previously lost prior to his or her individual difficulties begin to return. Academics, soccer, football, basketball, guitar, band, etc. all become an important part of their individual lives once again.

They begin to refocus on what is important in their life and what it is they hope to gain in a

positive future outlook. Reality therapy is set up so that if the student were to make a negative decision and or choice, consequences are established to help the student realize when

making poor choices, harmful consequences occur. As previously stated when making positive decisions, the student experience positive results. Thereby, again, establishing the knowledge the student needs to identify that they have control over their lives so that they begin to take charge in a positive manner versus blaming others for their past failures.

Overall, residential care provides an opportunity to be

placed in as normal of a social situation as is therapeutically possible, thus allowing them to make decisions in their lives both positive and negative, with an established therapeutic net around them. This type of therapy may initially start out slow with the individual student yet, once

gaining momentum there is no ceiling on the amount of growth that the individual student can make. This sets up long-term success as when the student is deemed appropriate for graduation from the program, as he or she has already become familiar in this new lifestyle. They have developed positive friendships both male and female, as well as developing a new outlook toward authority figures and

experience from positive decision-making. And while this type of care is not for every student for those that are deemed appropriate it can and will make a significant foundation for life long positive decision-making. So the results are that of an individual who can and will become a positive productive member of the community for which they choose to live in, in the future.



*Educate your children to self-control, to the habit of holding passion and prejudice and evil tendencies subject to an upright and reasoning will, and you have done much to abolish misery from their future and crimes from society.*

**Benjamin Franklin**

# NATSAP NEWS

The National Association of Therapeutic Schools and Programs, Inc.

## From the Executive Director's Desk

SUMMER 2002

### NATSAP BOARD OF DIRECTORS

Paul Smith, President  
Catherine Freer Wilderness  
Therapy Expeditions

Michael Allgood, Vice President  
Cascade School

John Mercer, Treasurer  
Mission Mountain School

Penny James-Riddell, Secretary  
Explorations

Susan Burden  
Aspen Education Group

Kimball DeLaMare  
Island View RTC

Craig LaMont  
New Haven, Inc.

John Santa  
Montana Academy

Gene Thorne  
Discovery Academy

Rosemary Tippet  
Three Springs

Betsy Jacobson-Warren  
Academy at Sisters

Will White  
Summit Achievement

Diane Albrecht, Ex-Officio  
Educational Consultant

John Reddan, Ex-Officio  
Board Member

### NATSAP STAFF Andy Anderson

PO Box 4949  
Clearwater, FL 33758  
Tel: 727 442-7667  
Fax: 727 442-8305  
Cell: 727-580-5473  
aanderson1537@yahoo.com  
WWW.NATSAP.ORG

I hope this newsletter finds each of you in good health and fine spirits. NATSAP has been quite busy since the last newsletter in the spring.

We have accomplished a great deal. Our Principles of Good Practice has been sent out to member programs for their study and report. We had productive NATSAP Board Meetings in April (18-19) and July (11-12). Membership dues have been sent out and have for the most part been collected.

Our committees have expanded to include a Behavioral Support Committee to work on Behavior Support and Safety Issues so that we can develop a set of principles that meet the needs of all our members. We hope to have a work session on the draft at the Annual Meeting in Santa Barbara on January 23, 2003.

I have had the opportunity to visit a number of NATSAP Members since April 2002 (I want to visit you all). In April I visited 14 programs in Utah in connection with the Board Meeting. It was great to see our association in action. Thank you to the staff of Academy at Cedar Mountain, Alternative Youth Adventures, Aspen Achievement Academy, Aspen Ranch, Center for Change, Heritage Schools, Island View RTC, New Haven, Inc., Passages to Recovery, Provo Canyon School, RedCliff Ascent, Red Rock Canyon School and SunHawk Academy for your time during my visit. I also called on Kolob Canyon School to recruit them as a new NATSAP member.



Steve Petersen, Andy Anderson & Scott Petersen at RedCliff Ascent

In May I visited King George School, Spruce Mountain Inn and Summit Achievement in New England. We are building a strong NATSAP presence in New England.

In July I visited Mission Mountain School and Montana Academy in conjunction with our Board Meeting.

As noted I want to have the chance to visit all our members, time and resources permitting.

Each of you has input, knowledge and skill that I need to make NATSAP as effective as possible.

In June we had a successful Regional Conference in Provo, UT with 130 persons attending. Thank you to Brad Gerrard, Provo Canyon School and Kimball DeLaMare, Island View RTC for spearheading this event. Regional conferences are planned for Montana in the fall and possibly one in Oregon in the fall.

Times have been difficult in many ways during the past 12 months. September 11, 2001, the stock market, increasing regulations and requirements. We are all in this together so once again let me say that I welcome phone calls, faxes, e-mails and letters from all members wishing to discuss issues, concerns, and ideas about NATSAP, the industry, and your programs.

I am here to serve and support you and your programs.

The very best to all of you!

~Andy Anderson

**NATSAP's 2003  
LifeSavers Conference  
"Focusing on Families"  
January 23 - 25, 2003**

**Keynote Speakers**

**Claudia Black, Ph.D.**

**Michael Jenike, M.D.**

**Julia Lewis, Ph.D.**

**Fess Parker  
Doubletree Resort  
Santa Barbara, CA**

**1-877-398-5182**

When making reservations  
mention you are with the  
NATSAP Conference  
(National Association of  
Therapeutic Schools  
and Programs)

**15 Passenger Vans**

**Under Federal Law,  
any motor vehicle  
designed to carry more  
than ten persons is  
classified as a school  
bus.**

**Educate yourself  
regarding  
the potential liability  
of the 1974 School  
Bus  
Safety Amendment  
Title 49 -  
U.S.C.30101**

**References:**

[www.outdoored.com](http://www.outdoored.com)

[www.schoolbusfleet.com/  
curriss2.cfm?rank=443](http://www.schoolbusfleet.com/curriss2.cfm?rank=443)

[www.nhtsa.gov](http://www.nhtsa.gov)

**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 Academic Committee**

The Board of Directors of NATSAP has developed an Academic Committee to focus on education and training issues related to NATSAP members.

The initial committee is made up of Sid Parham of Family Foundation School, Carol Santa of Montana Academy, Tony Kunkel of Cascade School, Greg Hitchcock of CEDU/Brown Schools, Dale Fredrick of Aspen Education Group and John Mercer of Mission Mountain School.

Some of the suggested duties for the Academic Committee are as follows:

1. Serve as a place for the exchange of ideas about teaching and learning
2. Provide help for those undergoing national accreditation
3. Develop training methods for those non-academic staff who supervise packet or computer courses
4. Explore a variety of distance learning opportunities
5. Work with the conference committee to provide at least one academic panel per national conference; perhaps one at regional conferences as well

Education is a large focus of all our programs and additional members will be added as the committee gains momentum. We look forward to a report from the Academic Committee at our Annual Membership meeting in January 2003.



**Welcome to Our New NATSAP Members!**

**Caron Adolescent Center, Pennsylvania**

**King George School, Vermont**

**New Lifestyles, Inc., Virginia**

**SageWalk, The Outdoor School, Oregon**

**Valley View, Inc., Massachusetts**

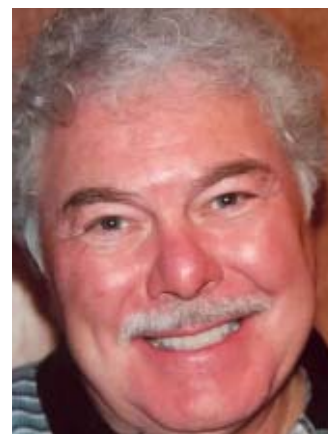


Gary David Jordan, Kreg Gillman & Pam Parsons

**Behavioral Summit Begins Behavioral Principles Definition**

On May 15 and 16, 2002 a group of NATSAP member representatives began the process of developing a set of Behavioral Support Principles for our association. Members included Jared Balmer of Oakley School (Chair), Paul Smith of Catherine Freer Wilderness Therapy Expeditions, Dustin Tibbitts of New Haven, Inc., Gene and Carol Thorne of Discovery Academy, Kreg Gillman of SunHawk Academy, Jennifer Nolan of CEDU/Brown Schools, Gary David Jordan of Rancho Valmora and Andy Anderson, Executive Director of NATSAP.

The Committee was appointed by the NATSAP Board and charged with coming up with a draft document that could be presented to membership for review and eventually approval. We hope to discuss the document at our next Annual Member meeting. This would be an excellent break-out for our meeting.



**Gene Thorne, Discovery Academy  
NATSAP Board Member**

Gene Thorne, Psychologist and Attorney, has written a brief synopsis of HIPAA to assist our NATSAP members with compliance. It follows in the next 2 pages as a NATSAP News Special Report.

## Interstate Compact on the Placement of Children

By Kimball DeLaMare

Over the past three years, NATSAP has conducted two surveys pursuant to clarifying how the Interstate Compact on the Placement of Children (ICPC), applies to our schools and programs. The returns from our two surveys have indicated that a slight majority of our programs are familiar with ICPC and that approximately 1/3 of our programs are routinely subject to the Compact. Partially, due to dialog between a consortium of Utah providers and the inconsistencies noted by various compact administrators, there has been a significant revision of compact regulation definitions, which have been adopted as of 2001 and are in force in all 50 states.

### What is the Compact?

The ICPC applies to any government agency, court or person (including parents and relatives), corporation, association or charitable agency that desires to place a child in another state for the purposes of long term care adoption, treatment of chronic conditions and for the provision of care that would otherwise be provided by a parent. The compact ensures that children are guaranteed legal and financial protection; allows receiving states to ensure that placements are not contrary to the interest of the child and that both the sending and receiving states ensure that their applicable laws and policies have been followed before approving placement. The compact was originally conceived in the 1950's and has been adopted by all 50 states as well as the District of Columbia and the U.S. Virgin Islands.

### The Compact May Now Apply to You

With recent revisions and clarification as ratified by the ICPC compact administrators in April of 2001, there is now more specific language detailing when the Interstate Compact is in force. Such notable exemptions to the Compact in the past have included boarding schools, hospitals and other medical facilities, as well as institutions for the mentally ill or mentally impaired. Residential institutions have not been deemed as exempt in the past and continue with the same designation. Educational institutions may now be subject to ICPC if they provide any of the following:

1) *If the school or program provides or holds itself out as providing childcare, constituting nurture, sufficient to substitute for parental supervision and control, or provides foster care.*

2) *The school or program provides any other services to children, except those customarily regarded as extracurricular or co-curricular school activities, pupil support services, and those services necessary to make it possible for children to be maintained on a residential basis in the aforementioned school program or programs.*

3) *The school or program accepts responsibility for children during the entire year.*

Mental Health institutions, which provide stabilization of acute care conditions, are not subject to the compact, but such institutions or programs that provide services to deal with chronic behavior or emotional problems are subject to the compact. A child could actually be placed in the acute service wing of a facility and not be subject to ICPC but then become subject to the compact when transferring to the long-term programs of said facility. Youth who come to a program for an interview or brief visit are not subject to ICPC, but if following an interview they are accepted in a program they would need to go through the interstate approval process.

As one looks at the above definitions, it seems apparent that many of our schools and programs that have thought that the compact did not apply to them may now need to adhere to the revised guidelines.

### How the Compact Works

ICPC administrators have devised two forms related to the Interstate Compact. Form 100A is to be filled out by "sending parties." Sending parties include parents, guardians, governmental agencies and courts. This form with an accompanying social history or other rationale for placement is submitted to a potential "receiving state." The receiving state has up to 30 working days to approve or disapprove the placement. In unusual circumstances, a placement can be approved in as little as two days if certain requirements are met.

When a receiving state approves placement, the child can then be transported to that State. Upon completion of a program or other circumstances where the child can then return to his/her home state, the ICPC form 100E is completed which

*(continued on next page)*



### 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*

*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*

*One of the goals of  
the Strategic Plan of  
NATSAP includes  
developing a  
Professional library.*

*Please send in reviews of  
books that you feel  
would benefit others in  
the organization that  
could be published in our  
new book review column.*

## 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.

**Please check that all of your accounting offices are using the Clearwater NATSAP Office Address.**

### NATSAP NEWS

Andy Anderson  
Editor  
Vickie Anderson  
Design and Layout  
Andy Anderson  
Photographs

NATSAP  
PO Box 4949  
Clearwater, FL 33758  
Tel: 727 442-7667  
Fax: 727 442-8305  
Cell: 727-580-5473  
aanderson1537@yahoo.com  
WWW.NATSAP.ORG

(continued Interstate Compact)

informs the original state that the child is returning. Transfer to other states is subject to the use of 100 A form.

### Implications

The revisions to the ICPC have several implications for our member programs. Perhaps most importantly there may be many of our members who could be deemed out of compliance with State and Federal Law. These revisions could significantly impede our ability as helping professionals to serve children who are in immediate need of our services but may not be deemed as needing stabilization in an acute care environment. The ICPC is seen by several of the families who have children in our programs as intrusive. Many of these families feel that their privacy is being violated by state oversight of their decisions to provide services for a needy child. In some circumstances, there have been discussions that placements in another state may have to be confined to institutions that agree to follow all of that specific state's regulatory expectations. Referring professionals such as educational consultants may also be impeded in their role to provide timely assistance to clients who may then further deteriorate necessitating temporary placement in highly expensive local institutions.

### What's Next?

In the coming months, the NATSAP Board of Directors will meet to look more closely at the ICPC and will help to devise a strategy which could include an Ad Hoc Committee, lobbying efforts or other action by which to deal with these important concerns. Hopefully, our organization will be able to provide significant direction and education regarding the Interstate Compact during our fourth national conference held in January of 2003. Pursuant to these efforts, we urge each school and program to become more familiar with the Compact.

There is a detailed guide, which includes all revisions available through each state's compact administrator.

*Booklets are also available through the American Public Human Services Association (APHSA).*

*Contact information:*

APHSA

810 First Street, NE Suite 500  
Washington, DC 20002-4267  
(202) 682-0100 ~ (202) 289-6555 ~ fax  
<http://www.aphsa.org>

## Board Member ~ John Mercer



*Lilly, Colleen, and John Mercer  
Mission Mountain School*

Most of you know John Mercer, our NATSAP Board Member/Treasurer, and Head of Mission Mountain School in Condon, Montana. He is easily recognized by his cowboy boots and Stetson hat. John is an active Board Member and supporter of our industry. He is also a native Montanan. John is a Husband, Father, Professional, Teacher, Student, Outdoorsman, Entrepreneur, Hunter and Fly Fisherman. After our Board Meeting in Whitefish, MT, John guided Paul Smith and I to some excellent cutthroat trout waters.



John received his Bachelor of Science Degree in Ecology and his Master of Science Degree in Ecology, Wilderness Education from the University of Montana. He is exceptionally intelligent and has one of the quickest minds I have ever

engaged. He cares deeply about the work we all do and is a person willing to stand his ground on issues. He is also a person who sees both sides to each equation and concedes a point when made.

John has the Finance Committee connected and working as well as taking a leadership role in the Member Services Committee and our search for insurance options for members. John has been a NATSAP Board Member since 1999.

John Mercer is also the husband of Colleen and the father of Lilly Mercer. She is affectionately known by some of us as "Lilly of the Valley". (A picture is worth a thousand words)

# NATSAP NEWS

The National Association of Therapeutic Schools and Programs

## NATSAP "FOCUSING ON FAMILIES" CONFERENCE - A HUGE SUCCESS

SPRING 2003



### NATSAP BOARD OF DIRECTORS

Paul Smith, President  
Catherine Freer Wilderness  
Therapy Expeditions

Jan Moss, Treasurer  
Spring Ridge Academy

Penny James-Riddell, Secretary  
Explorations

Susan Burden  
Aspen Education Group

Kimball DeLaMare, Past President  
Island View RTC

Cheryl Kehl  
Second Nature

Craig LaMont  
New Haven, RTC

John Mercer  
Mission Mountain School

John Santa  
Montana Academy

Gene Thorne  
Discovery Academy

Rosemary Tippet  
Three Springs

Betsy Jacobson-Warren  
Academy at Sisters

Will White  
Summit Achievement

Bunny Porter-Shirley, Ex-Officio  
Educational Consultant

### NATSAP STAFF

Andy Anderson  
Executive Director

PO Box 4949

Clearwater, FL 33758

Telephone: 727 442-7667

Fax: 727 442-8305

Cell: 727-512-9144

aanderson1537@yahoo.com

www.natsap.org

From the Fess Parker Resort, the charm of Santa Barbara, the speakers and keynotes, the camaraderie, the Annual NATSAP Meeting, the coming together of old friends and acquaintances to the meeting of new ones, the NATSAP 2003 Conference was a huge success.

The weather was stunning and the interactions were provoking and interesting and the combination of nearly 400 professionals coming together to teach, learn, share and compare was a thing of synergistic beauty. Was it perfect, no, was it nearly so, yes. NATSAP, our Referring Professionals and invited nonmember programs came together for two- and-one-half days and the results were outstanding.

To Penny James-Riddell our Conference Chair and the Conference Committee, made up of Will White, Betsy Jacobson-Warren, Jan Moss, Kimball DeLaMare, John Santa, Rosemary Tippet, Brad Gerrard, Jan Ellison, Craig Rodabaugh, Katie Jochum, Lorri Hanna, Sarah Moir, Amy Jeppesen and Mary Ellen Connolly we can only say, great job! The same goes for our NATSAP Board and staff. It was a job well done. CEU's have been completed and everyone who turned in a form should have their certificate by now.

From what began as an expected 310 attendees grew to 382 professionals and an atmosphere that was positive and dynamic. Special thanks to former Board Member and former Executive Director, John Reddan for obtaining such a wonderful venue for the meeting. In the picture spread that follows one can capture the highlights and essence of the 2003 NATSAP Conference.

Also, special thanks go to Michael Jenike, M.D.; Claudia Black, Ph.D.; Julia Lewis, Ph.D. and Jerald Jellison Ph.D. along with our 18 presenters. From Michael Jenike and his opening keynote to Jerald Jellison's energetic and fascinating close, the conference will be one to remember.



---

*"Never believe that a few  
caring people can't change  
the world. For, indeed,  
that's all who ever have."*

---

Margaret Mead

Most importantly a special thanks to our members who supported it so strongly and to the referring professionals and nonmember programs who also gave us strong attendance. The location was beautiful. Being on the West Coast also boosted attendance.

We have gotten feedback from many of you and have taken that feedback into serious consideration as we plan NATSAP Conference 2004 and 2005. Will White is the 2004 Conference Chairperson and Betsy Jacobson-Warren is the 2005 Conference Chairperson.

In 2004 we will be in Clearwater Beach, Florida at the Sheraton Sand Key (Phone - 727-595-1611).

**Book early as the cut-off date on our rate is December 27, 2003. Our rate is \$159.00 per night! Make sure you get your room early.**

This resort sits on the Gulf of Mexico (11 acres of beach at the Sheraton alone). It adjoins the Sand Key Park, a 95-acre County park with a beach rated one of the top two beaches in the United States. Sugar white sand, birds and nesting areas, Sea Oats, a dog park, sand dunes, trails, picnic shelters, water sport rentals etc. It is also a nesting area for giant sea turtles.

See you in Clearwater!

Andy Anderson

## NEW 2003 NATSAP BOARD MEMBERS

The election was held, the votes came in and we now have four (4) new board members serving NATSAP (some not so new). They are Cheryl Kehl, Second Nature; Jan Moss, Spring Ridge Academy; Bunny Porter-Shirley, Special Needs Chair for IECA and John Mercer of Mission Mountain School who was re-elected for another term.

This article is different. I am not using strict resumes and notes regarding these people, I am using a little of that, with a lot of my personal experience in interacting with them.

Cheryl Kehl is energetic, extremely intelligent and runs a successful program. More importantly, she, like the other board members at NATSAP are rabid about taking our industry to a higher level. Cheryl sits back quietly but when she speaks I know it is time to pay attention because what she will say will be to the point, on target and have meaning to NATSAP and the industry. That is to say the industry as a whole, not just her program. Cheryl has the strength and drive we need in NATSAP. Cheryl has two children and a grandchild on the way. Who would have thought that Cheryl would soon be called grandmother?

John Mercer has been highlighted in a previous NATSAP News along with his wife Colleen and his daughter Lilly. John is direct, equipped with incredible powers of deduction and truly cares about NATSAP, our Mission and Vision and helping all programs regardless of size become a viable working part of the NATSAP family.

He is a native Montanan and is a true asset to the NATSAP Board. John has previously served as Treasurer and was a great help to me in my transition. Those who do not know John have never been in a room with him.

Jan Moss of Spring Ridge Academy is not new to the NATSAP Board. She went off the board in 2001 and decided that she loved the hard work, long hours and interesting debate so much, she ran again in 2003. Jan is currently Treasurer, Chair of the Membership Committee and always willing to pitch in when things need to be done. She is without question the star of past Conferences held by NATSAP. Jan also was Secretary for some time and was stellar.

Bunny Porter-Shirley is known to most of you by her successful consulting practice, but did you know she is a graduate of Boston University? She has also been a school teacher, on the board at IECA, Chair of a financial committee of Curry Ingram Academy in Nashville, TN, and Superintendent of a Sunday School Board. Bunny has two grown children. Susan and her hubby have a daughter, Abigail (that makes Bunny a grandmother-hard to believe) She also has a son Ken of whom she is very proud and his Julie (many of you may have met Julie) who will in time become and Educational Consultant.

**NATSAP MAIL**  
continues to be sent to  
Savannah, GA.  
Please check that all of your  
accounting offices are using the  
Clearwater  
NATSAP Office Address

*Thank you*

## CYBER SQUATTERS JEOPARDIZE REFERRALS/REPUTATION

Do you think that you own your own name as a facility/program? Think twice as Lon Woodbury of Woodbury Reports ([www.woodbury.com](http://www.woodbury.com)) and Struggling Teens has done some interesting Cyber detective work.

It seems Lon while checking out his own name under various search engines (Google for one) found two web pages he knew nothing about prominently displayed at the top of the search results as "Sponsored Links". These two web sites had apparently purchased his personal name as key

words, using his reputation to attract visitors to their web sites.

When Lon checked under his business name, Woodbury Reports TM Inc. he found the same two web sites prominently displayed at the top of the result. I searched NATSAP and was pleased to find no website at the top of our search, other than members who display our logo and name.

We should all check this out and refer to Lon's web site and his story on it (Opinions & Essays - September, 2002 Issue # 97). Special thanks to Lon Woodbury for his research and the article. Lon and I are going to discuss this further and see what we can find out for the industry.



Cheryl Kehl  
Second Nature



John Mercer  
Mission Mountain



Jan Moss  
Spring Ridge Academy



Bunny Porter-Shirley  
Educational Consultant

## WELCOME TO OUR NEW NATSAP MEMBERS

ANASAZI Foundation, Arizona

Avalon Hills Residential Eating Disorders  
Program, Utah

Duck River of Three Springs, Tennessee

Gateway Academy, Utah

Liahona Academy, Utah

Pasadena Villa, Florida

Shortridge Academy, New Hampshire

Skyline Journey, Utah

Sky Ranch for Boys, Inc., South Dakota

Summit Preparatory School, Montana

The Academy, Oregon

The Cleveland Home, Kentucky

The Edge, Georgia

Turnabout/Stillwater Academy, Utah

Woodhouse Academy, Connecticut

- Determined number and extent of board
- Determined number and extent of committees (Ethics, Personnel, Membership, Member Services, Operations, Executive, Public Relations, Academics, Financial, Conference and Behavioral)
- Developed committee roles, responsibilities and process
- Determined when ad hoc task force can be appropriately used to enhance the Executive Director and staff efforts
- Identify and plan legislative contact needs and responses (in process)
- Designed, printed and distributed statement of Ethical Principles
- Hired a web manager (managed by NATSAP staff and contract labor)
- Circulated standards and procedures for review and comment
- Recruited and hired a new executive director – done October 2001
- Provided recommended dues structure to all board members for review
- Set up a corporate office in Clearwater, Florida in October of 2001.
- Criteria for levels of membership developed along with a self-assessment tool for membership renewal

In addition NATSAP has published regularly a

four color Newsletter, Membership Directory, upgraded the website and search capabilities. NATSAP has maintained a positive variance working with a tight budget for the last two years.

## NATSAP'S STRATEGIC PLAN

In March of 2001 the NATSAP Board of Directors developed and implemented a Strategic Plan for our organization. At the Board Meeting in April in Salt Lake City, progress on the plan was reviewed and a committee was put in place to begin the next NATSAP Strategic Plan.

The following is a listing of some of the accomplishments since that initial meeting:

- Provision of feedback on standards discussed at the 2001 Conference
- Membership discussions at the 2002 Conference
- Ratified standards and procedures
- Finalized standards for full membership (Ethics standards operational)
- Developed methods of evaluating and addressing member compliance
- Defined roles and responsibilities of Board, Committees and Executive Director

*I don't want to get to the end of my life and find that I lived just the length of it. I want to have lived the width of it as well.*

*Diane Ackerman*

## REMINDER FOR ALL MEMBERS

I mentioned this several times at the Annual Conference in the Member Meeting in Santa Barbara, CA. If anyone is aware of an Ethical concern (regarding any program, person, or contact within the industry) and is not comfortable addressing that concern because of fears of retribution or any other reason, please pick up the phone and call me in total confidentiality. I will pursue the concern to the source and determine if in fact your concerns require action. If so I will pass it along to the President and Ethics Committee.

## NATSAP NEWS

### NATSAP's 2004 Conference

"Best Practices"

January 29-31, 2004

Sheraton Sand Key  
Clearwater Beach, FL  
(727) 595-1611  
Book Early!

Room Rates  
\$159 per night!!  
11 acres of beachfront

Will White, L.C.S.W  
Summit Achievement  
Conference Chairman

### Professional Library

One of the goals of the Strategic Plan of NATSAP includes developing a Professional Library.

Please send in reviews of books that you feel would benefit others in the organization that could be published in our new book review column.

### NATSAP NEWS Future Articles

*Therapeutic Boarding  
Schools ~ A Perspective*

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

*Adult Programs*

*Serving Children  
Under 12*

*Safety Practices and  
Therapeutic Holds*

*Equestrian Therapy*

*Eating Disorders*

*Asperger's Syndrome*

SPRING 2003

### 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

Andy Anderson  
Editor  
Vickie Anderson  
Design and Layout  
Andy Anderson  
Photographs

NATSAP  
PO Box 4949  
Clearwater, FL 33758  
Telephone: 727 442-7667  
Fax: 727 442-8305  
Cell: 727-512-9144  
aanderson1537@yahoo.com  
www.natsap.org

## Book Review By Kimball DeLaMare

### *Island View RTC*

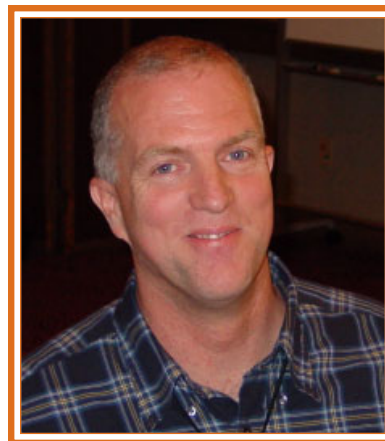
#### Living on the Razor's Edge

by Matthew D. Selekman with a forward by Bill O'Hanlon.

Published by: W. W. Norton,  
New York, London.

When Andy Anderson the Executive Director of NATSAP approached several of us with the task of reviewing Matthew Selekman's recent book related to self mutilation, I eagerly took on this opportunity. I found in reviewing *Living on the Razor's Edge*, that much of what is known regarding cutting, has been limited by prior author's focus on the didactic relationship between client and therapist in providing intervention strategies. Mr. Selekman's work however, which is solution oriented using the community family as well as "fellow cutters" in the healing process makes an important leap forward in helping these troubled youth and young adults.

From an excellent forward by Bill O'Hanlon to predictions of future intervention strategies this book provides the professional an excellent guide by which first, to understand the origins of self harming behavior not only from an individual perspective but from macro systems including schools and social settings. Moving from this exhaustive but thought provoking assessment, clinicians can be far better prepared to employ strategies that cannot only work through significant client resistance but also enjoin a community of professionals, family, friends and others in a process to ensure permanency of change. Of note, are Mr. Selekman's observations that cutting rarely occurs in isolation. With most all clients he encounters, there have been others who have articulated how their self harming has helped to assuage pain that has been present in the lives of those who begin to self harm. In testing, his theory within our residential setting in a group of 8 young women who all had self abuse issues, it was found that literally all of the 8 had heard of some friend or another who had utilized self harm in such a way. Mr. Selekman finds that when incorporating school and friends in the process, he can potentiate interventions that are provided within family systems. He suggests that the darkness of depression and the perceived



loss of power and hope experienced by those that self harm is in reality a powerful statement of the person's desperate attempts to somehow relieve themselves of this pain. Mr. Selekman advocates involving teachers in classes where a client may feel stress, be involved in family

sessions. He advises that friends from the community who are seen as having significant social clout, also attend sessions. In essence, he suggests that a responsible clinician should not leave any stone unturned in their quest for finding resources, support systems and answers for clients.

In reviewing interventions, Mr. Selekman is clearly systems oriented. He however, mixes in a healthy

dose of strategic therapeutic strategies, relationship oriented support as well as clear and firm boundaries. He appears to be a masterful clinician who is able to refrain a client's pain into a quest for some positive resolution of problems. He emphasizes a heavy capitalization upon client assets to rebuild hope as well as to ensure belief in the clients ability to govern and heal themselves. Of interest may be his strategies to teach clients to "self-soothe" themselves. He also utilizes relapse prevention strategies by asking clients to define which triggers would get them back into negative moods. He asks such questions with significant details so as to allow the client to be able to

role play many scenarios that may come their way in the future. Clearly, Matthew Selekman believes in his clients, his care for them comes strongly through in this excellent book. It is a text I highly recommend that all professionals as well as paraprofessionals become familiar within this day and age in which cutting issues seem to be more and more prevalent.

*I have learned that success is to be measured not so much by the position that one has reached in life as by the obstacles which he has overcome while trying to succeed.*

*~Booker T. Washington~*

# NATSAP NEWS

The National Association of Therapeutic Schools and Programs



## NATSAP BOARD OF DIRECTORS

*Paul Smith, President*  
Catherine Freer Wilderness  
Therapy Expeditions

*Jan Moss, Treasurer*  
Spring Ridge Academy

*Kimball DeLaMare, Past President*  
Island View RTC

*Cheryl Kehl*  
Second Nature

*Craig LaMont*

*John Mercer*  
Mission Mountain School

*John Santa*  
Montana Academy

*Rosemary Tippet*  
Three Springs

*Betsy Jacobson-Warren*  
Academy at Sisters

*Will White*  
Summit Achievement

*James Meyer*  
Oakley School

*Bunny Porter-Shirley, Ex-Officio*  
Educational Consultant

## NATSAP STAFF

**Andy Anderson**  
*Executive Director*  
PO Box 4949  
Clearwater, FL 33758  
Telephone: 727 442-7667  
Fax: 727 442-8305  
Cell: 727-512-9144  
aanderson1537@yahoo.com  
www.natsap.org

## *NATSAP Programs and The Journey to Tour Each and Every Member*

Fall 2003

I have written in the past regarding the visitation of NATSAP member programs while traveling to areas of our great country.

Recently, over four-and-one-half weeks, I was fortunate enough to once again visit several areas of the country and visit a number of NATSAP Member Programs (and call on a couple of potential members).

Last year I visited New England, Utah and Montana and it was great to see first hand NATSAP at work serving youth and families. Recently I was back in New England and decided that I would meet some of our new members in the area and catch a couple I had missed the last trip.

I had the chance to visit Elan School (Maine); Spring Lake Ranch (Vermont); Hunter School and Shortridge Academy in New Hampshire. Then on my drive back to Clearwater I was able to stop along the way and visit other NATSAP Members.

---

People never improve  
unless they look to some  
standard or example higher  
and better than themselves.  
*Tyron Edwards*

---



*Valley View School*

I visited Valley View School in Massachusetts, The Caron Adolescent Residential Treatment Center in Pennsylvania; New Lifestyles in Virginia; and Auldern Academy in North Carolina.

NATSAP held a Board meeting in Portland, Oregon on September 19, 2003 and I was once again fortunate enough to visit members in the area, I visited Catherine Freer owners, Paul Smith and Rob Cooley; The Academy at Sisters; NorthStar Center; SageWalk, The Wilderness School and Bridges Academy (potential member). Bend, Oregon is a very special place.

While attending the Utah Regional Conference September 26, 2003 I also visited programs as time allowed. I visited Avalon Hills Residential Eating Disorders Program; UINTA Girls Program (potential new member); and Logan River Academy.

I did not get to visit all programs in an area, but I saw all the programs that time would allow. I plan to see all of our member programs. It is a goal of mine. One brought about by the genuine hospitality and positive interactions that occur when I get to sit down with the staff, young people and families

that do such great work. It makes it real, both for the programs and myself. It will take time and opportunity to see all our Member Programs, as we have a limited budget. Yet these visits made me extremely proud of the work that members are doing.

NATSAP Members talk about the persons they serve, their pride in being entrepreneurs, and their desire to be the best program possible. They believe in our Ethical Principles and understand the need for a strong united association that keeps them connected.

I hope to see you soon at your program.

*Andy Anderson*  
*Executive Director*  
NATSAP, Inc.

## UTAH REGIONAL CONFERENCE 2003



*Jerry Spanos, CEO  
Heritage Schools*

The Third Annual NATSAP Utah Regional Conference was a huge success. Held at the Heritage Schools state of the art facilities, on September 26, 2003, the conference was filled with opportunities for learning and sharing as peers taught peers with 150 people attending.

This event was started as a means of bringing NATSAP Members in Utah together to share and learn from one another. It was meant to build new relationships and solidify old ones.

That has been the case, but this year it has truly built momentum and blossomed.

NATSAP Member Programs and nonmembers alike said, it was one of the best Regional Conferences they had ever attended.

The program began with an introduction and orientation by Heritage School's CEO, Jerry Spanos. Jerry and his staff were wonderful hosts for the day. We had eight direct care staff from eight different facilities share insights regarding everything from Challenge of Crisis, Respect Factor, The burnout battle to A Noble Profession and Ten things I really wish I knew before I took this job.

Our speakers then discussed Animal Assisted Therapy, Taming the Test Master, Orienting Parents vs. Damage Control, Trends in Psychotropic Medication, Involving Families for Successful Transition to home and an Administration Round Table led by Larry Carter.

Jerry Spanos ended the day with a general session on The Human Response to Psychological Trauma: Applications for Clients as well as Caregivers. Special thanks to Jerry and his staff and use of Heritage Schools facilities. We also thank Kimball DeLaMare and Craig LaMont for their on location shepherding of the conference. Thank you also goes to Island View RTC, Oakley School and New Haven RTC for sponsoring breaks and to Heritage Schools for sponsoring a wonderful lunch.

*We look forward to next year's Fourth Annual Utah Regional Conference!*

## NATSAP WEBSITE NOW POSTING JOBS FOR MEMBER PROGRAMS!

We told you it was coming, and now it is here! The NATSAP website has the ability to put your jobs in front of prospective employees. This new member service can be utilized by sending an e-mail (or fax) to [aanderson1537@yahoo.com](mailto:aanderson1537@yahoo.com) with the following information included:

- ◆ Job Title
- ◆ Job Category (Administrative, Direct Care, Clinical, Education, Medical)
- ◆ Program Type (Residential Treatment Center, Boarding School, Wilderness, etc.)
- ◆ Job Description
- ◆ Job Qualifications
- ◆ Salary (optional)
- ◆ Date Posted
- ◆ Date Expires
- ◆ Program Name
- ◆ Contact Name
- ◆ Contact Telephone Number
- ◆ Contact e-mail address
- ◆ Program Website
- ◆ Category (Outdoor, Boarding School, RTC, etc.)
- ◆ Locations (City, State)

We hope this new service helps you find the employees you desire.



**WELCOME TO OUR  
NEW NATSAP MEMBER**  
**The Menninger Clinic**

### REMINDER FOR ALL MEMBERS

I mentioned this several times at the Annual Conference in the Member Meeting in Santa Barbara, CA. If anyone is aware of an Ethical concern (regarding any program, person, or contact within the industry) and is not comfortable addressing that concern because of fears of retribution or any other reason, please pick up the phone and call me in total confidentiality. I will pursue the concern to the source and determine if in fact your concerns require action. If so I will pass it along to the President and Ethics Committee.

*Andy Anderson*

On November 14, 2003 The Academy at Sisters hosted the First Annual Oregon NATSAP Regional Conference at the Riverhouse in Bend, OR. This marks a very special occurrence, as it is our second region to take on such an educational venture. Much praise to NATSAP Board Member Betsy Jacobson-Warren and her staff and sponsors.

More to come on this event in the next issue of the NATSAP News!

## NEW MEMBERSHIP APPROVED BY NATSAP BOARD OF DIRECTORS

There is a new member category in NATSAP. The membership is Supporting Member. It is a non-voting, individual membership. It is a means of bringing our individual friends closer. An individual who may join includes a referring professional, psychologist, psychiatrist, licensed counselor, College/University Professors, a student and a Staff member of NATSAP Member Programs.

### Costs:

One-Year Supporting membership-\$150.00

Two-Year Supporting Membership-\$250.00

### Benefits:

- ◆ Quarterly copies of the NATSAP News
- ◆ 10% discount on the NATSAP Annual Conference
- ◆ 10% discount on NATSAP Regional Conferences
- ◆ NATSAP T-Shirt or a NATSAP Cross Writing Pen
- ◆ Electronic updates on trends and issues in the industry
- ◆ NATSAP Directory
- ◆ Special recognition in NATSAP materials

## JOHN SANTA, PH.D. ELECTED NATSAP PRESIDENT FOR 2004

John Santa, Ph.D was chosen by the NATSAP Board of Directors as the next President of the association. John is one of the owners of Montana Academy, a 60 bed Boarding School based in Marion, Montana.

John brings clinical, academic, management and great practical experience to the role of NATSAP President. John's wife Carol Santa, Ph.D. is a co-owner of Montana Academy. John and Carol have two children, a son and a daughter.

In January, 2004 John will take over the reigns of the NATSAP Board from 2003 President, Paul Smith, M.S. ED. Paul's role on the Board will be that of Past President. Please join me in welcoming John to his new position and in thanking Paul for a job well done.



## NATSAP 2004 ANNUAL CONFERENCE BEST PRACTICES SHERATON SAND KEY HOTEL CLEARWATER BEACH, FLORIDA JANUARY 29-31, 2004

Will White of Summit Achievement and his conference committee has been very busy. Along with the help of the NATSAP Board of Directors and others they have picked a beautiful venue sitting on the white sand beaches on the Gulf of Mexico.

The Best Practices will be evident as three fabulous keynote speakers; Dr. Ed Hallowell; Mike Gass, Ph.D.; and Carol Santa, Ph.D. along with 28 speakers will make this the NATSAP Conference with the greatest amount of knowledge available ever.

The choices of sessions to attend are difficult as there are so many good sessions to choose from and attend. To fly to Clearwater Beach, Florida you should fly into Tampa International Airport and then rent a car, a taxi or

shuttle and make the approximate 40-45 minute trip to the Sheraton on Sand Key depending on your travel time.

Sand Key has some of the best beaches in the world and the Sheraton has eleven acres of beach for you to enjoy. It is adjacent to a 95-acre nature preserve and beach. So make sure you join us for the 2004 NATSAP Annual Conference. If you have a question or need a brochure or registration form, call Andy Anderson at (727) 442-7667.



## NATSAP NEWS

### NATSAP's 2004 Conference

"Best Practices"

January 29-31, 2004

Sheraton Sand Key  
Clearwater Beach, FL  
(727) 595-1611  
Book Early!

Room Rates  
\$159 per night!!  
11 acres of beachfront

Will White, L.C.S.W  
Summit Achievement  
Conference Chairman

### Professional Library

One of the goals of the Strategic Plan of NATSAP includes developing a Professional Library.

Please send in reviews of books that you feel would benefit others in the organization that could be published in our new book review column.

### NATSAP NEWS Future Articles

*Therapeutic Boarding  
Schools ~ A Perspective  
Schools and Programs in  
NATSAP ~ Education is  
Everybody's Business*

*Adult Programs  
Serving Children  
Under 12*

*Safety Practices and  
Therapeutic Holds*

*Equestrian Therapy*

*Eating Disorders*

*Asperger's Syndrome*

FALL 2003

## NATSAP NEWS

### 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.

You will soon be receiving a copy of your 2003 Directory page for any necessary changes or corrections for the 2004 Directory.

**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

Andy Anderson  
Editor

Vickie Anderson  
Design and Layout

NATSAP  
PO Box 4949  
Clearwater, FL 33758  
Telephone: 727 442-7667  
Fax: 727 442-8305  
Cell: 727-512-9144  
anderson1537@yahoo.com  
www.natsap.org

## NATSAP NEWS

## THE CHILDHOOD ROOTS of ADULT HAPPINESS:

### Five Steps to Help Kids Create and Sustain Lifelong Joy

Here, at last, is a book brimming with the good news of raising children—the basic reassuring news about happiness and unconditional love, about enduring family connections and kids who grow up right. Edward M. Hallowell, M.D., father of three and a clinical psychiatrist, has thought long and hard about what makes children feel good about themselves and the world they live in. Now, in *The Childhood Roots of Adult Happiness*, Dr. Hallowell shares his findings with all of us who care about children.

As Dr. Hallowell argues, we don't need statistical studies or complicated expert opinions to raise children. What we *do* need is love, wonder, and the confidence to trust our instincts. This inspiring book outlines a 5-step plan that all parents can use in giving their children the gift of happiness that will last a lifetime. Connection, play, practice, mastery, and recognition: as fundamental as these five concepts are, they hold the key to raising children with healthy self-esteem, moral awareness, and spiritual values. Dr. Hallowell explores each step in depth and shows how they work together to foster trust, respect, and joy.

Privilege, wealth, and expensive “extras” are *not* necessary for happiness—there are many stories here of children who have overcome poverty, abandonment, and shocking deprivation to find true fulfillment. Dr. Hallowell encourages us as parents to reconnect with the moments in our own childhoods that made a difference; he explores the



Dr. Edward M. Hallowell, M.D.

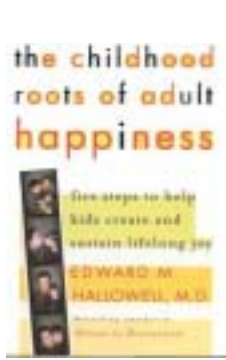
impact of genetics and environmental factors on the inner workings of a child's mind; and he discusses how activities like team sports, community service, religious observance, and household chores can foster a child's sense of mastery.

Like the works of T. Berry Brazelton and Benjamin Spock, *The Childhood Roots of Adult Happiness* is infused with the wisdom and humanity of a doctor who truly loves and understands children. Writing with the warmth of a friend and the authority of an expert, Dr. Hallowell gives us a book at once practical and exuberant, joyous and informative, eye opening and reassuring. Ultimately, this book is a celebration of childhood and of the magic that happens between parents and the children they love.

**Edward M. Hallowell, M.D.**, is an instructor at Harvard Medical School and director of the Hallowell Center for Cognitive and Emotional Health in Sudbury, Massachusetts, an outpatient treatment center serving children and adults with a wide range of emotional and learning problems. He is the coauthor of *Driven to Distraction* (with John J. Ratey, M.D.) and the author of *When You Worry About the Child You Love*, *Worry*, and *Connect*, among other titles. He and his wife have three children and they live in Arlington, Massachusetts. He welcomes hearing from readers, and can be reached through his Web site: [www.DrHallowell.com](http://www.DrHallowell.com)

Ballantine Books  
New York, NY  
Visit our Web site at [www.ballantinebooks.com](http://www.ballantinebooks.com)





**NATSAP 2004  
Best Practices  
Keynote Speaker**

January 29, 2004  
“Taking Care of Ourselves  
and Others”  
7:00 PM Dinner Gala

January 30, 2004  
“The Human Face of  
ADHD: Update”  
8:30 AM

# NATSAP NEWS

The National Association of Therapeutic Schools and Programs

## NATSAP "FOCUSING ON FAMILIES" CONFERENCE - A HUGE SUCCESS

SPRING 2003



### NATSAP BOARD OF DIRECTORS

Paul Smith, President  
Catherine Freer Wilderness  
Therapy Expeditions

Jan Moss, Treasurer  
Spring Ridge Academy

Penny James-Riddell, Secretary  
Explorations

Susan Burden  
Aspen Education Group

Kimball DeLaMare, Past President  
Island View RTC

Cheryl Kehl  
Second Nature

Craig LaMont  
New Haven, RTC

John Mercer  
Mission Mountain School

John Santa  
Montana Academy

Gene Thorne  
Discovery Academy

Rosemary Tippet  
Three Springs

Betsy Jacobson-Warren  
Academy at Sisters

Will White  
Summit Achievement

Bunny Porter-Shirley, Ex-Officio  
Educational Consultant

### NATSAP STAFF

Andy Anderson  
Executive Director

PO Box 4949

Clearwater, FL 33758

Telephone: 727 442-7667

Fax: 727 442-8305

Cell: 727-512-9144

aanderson1537@yahoo.com

www.natsap.org

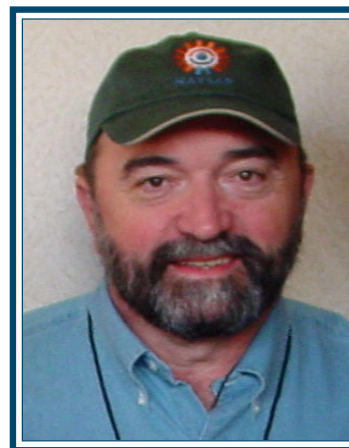
From the Fess Parker Resort, the charm of Santa Barbara, the speakers and keynotes, the camaraderie, the Annual NATSAP Meeting, the coming together of old friends and acquaintances to the meeting of new ones, the NATSAP 2003 Conference was a huge success.

The weather was stunning and the interactions were provoking and interesting and the combination of nearly 400 professionals coming together to teach, learn, share and compare was a thing of synergistic beauty. Was it perfect, no, was it nearly so, yes. NATSAP, our Referring Professionals and invited nonmember programs came together for two- and-one-half days and the results were outstanding.

To Penny James-Riddell our Conference Chair and the Conference Committee, made up of Will White, Betsy Jacobson-Warren, Jan Moss, Kimball DeLaMare, John Santa, Rosemary Tippet, Brad Gerrard, Jan Ellison, Craig Rodabaugh, Katie Jochum, Lorri Hanna, Sarah Moir, Amy Jeppesen and Mary Ellen Connolly we can only say, great job! The same goes for our NATSAP Board and staff. It was a job well done. CEU's have been completed and everyone who turned in a form should have their certificate by now.

From what began as an expected 310 attendees grew to 382 professionals and an atmosphere that was positive and dynamic. Special thanks to former Board Member and former Executive Director, John Reddan for obtaining such a wonderful venue for the meeting. In the picture spread that follows one can capture the highlights and essence of the 2003 NATSAP Conference.

Also, special thanks go to Michael Jenike, M.D.; Claudia Black, Ph.D.; Julia Lewis, Ph.D. and Jerald Jellison Ph.D. along with our 18 presenters. From Michael Jenike and his opening keynote to Jerald Jellison's energetic and fascinating close, the conference will be one to remember.



---

*"Never believe that a few  
caring people can't change  
the world. For, indeed,  
that's all who ever have."*

---

Margaret Mead

Most importantly a special thanks to our members who supported it so strongly and to the referring professionals and nonmember programs who also gave us strong attendance. The location was beautiful. Being on the West Coast also boosted attendance.

We have gotten feedback from many of you and have taken that feedback into serious consideration as we plan NATSAP Conference 2004 and 2005. Will White is the 2004 Conference Chairperson and Betsy Jacobson-Warren is the 2005 Conference Chairperson.

In 2004 we will be in Clearwater Beach, Florida at the Sheraton Sand Key (Phone - 727-595-1611).

**Book early as the cut-off date on our rate is December 27, 2003. Our rate is \$159.00 per night! Make sure you get your room early.**

This resort sits on the Gulf of Mexico (11 acres of beach at the Sheraton alone). It adjoins the Sand Key Park, a 95-acre County park with a beach rated one of the top two beaches in the United States. Sugar white sand, birds and nesting areas, Sea Oats, a dog park, sand dunes, trails, picnic shelters, water sport rentals etc. It is also a nesting area for giant sea turtles.

See you in Clearwater!

Andy Anderson

## NEW 2003 NATSAP BOARD MEMBERS

The election was held, the votes came in and we now have four (4) new board members serving NATSAP (some not so new). They are Cheryl Kehl, Second Nature; Jan Moss, Spring Ridge Academy; Bunny Porter-Shirley, Special Needs Chair for IECA and John Mercer of Mission Mountain School who was re-elected for another term.

This article is different. I am not using strict resumes and notes regarding these people, I am using a little of that, with a lot of my personal experience in interacting with them.

Cheryl Kehl is energetic, extremely intelligent and runs a successful program. More importantly, she, like the other board members at NATSAP are rabid about taking our industry to a higher level. Cheryl sits back quietly but when she speaks I know it is time to pay attention because what she will say will be to the point, on target and have meaning to NATSAP and the industry. That is to say the industry as a whole, not just her program. Cheryl has the strength and drive we need in NATSAP. Cheryl has two children and a grandchild on the way. Who would have thought that Cheryl would soon be called grandmother?

John Mercer has been highlighted in a previous NATSAP News along with his wife Colleen and his daughter Lilly. John is direct, equipped with incredible powers of deduction and truly cares about NATSAP, our Mission and Vision and helping all programs regardless of size become a viable working part of the NATSAP family.

He is a native Montanan and is a true asset to the NATSAP Board. John has previously served as Treasurer and was a great help to me in my transition. Those who do not know John have never been in a room with him.

Jan Moss of Spring Ridge Academy is not new to the NATSAP Board. She went off the board in 2001 and decided that she loved the hard work, long hours and interesting debate so much, she ran again in 2003. Jan is currently Treasurer, Chair of the Membership Committee and always willing to pitch in when things need to be done. She is without question the star of past Conferences held by NATSAP. Jan also was Secretary for some time and was stellar.

Bunny Porter-Shirley is known to most of you by her successful consulting practice, but did you know she is a graduate of Boston University? She has also been a school teacher, on the board at IECA, Chair of a financial committee of Curry Ingram Academy in Nashville, TN, and Superintendent of a Sunday School Board. Bunny has two grown children. Susan and her hubby have a daughter, Abigail (that makes Bunny a grandmother-hard to believe) She also has a son Ken of whom she is very proud and his Julie (many of you may have met Julie) who will in time become and Educational Consultant.

**NATSAP MAIL**  
continues to be sent to  
Savannah, GA.  
Please check that all of your  
accounting offices are using the  
Clearwater  
NATSAP Office Address

*Thank you*

## CYBER SQUATTERS JEOPARDIZE REFERRALS/REPUTATION

Do you think that you own your own name as a facility/program? Think twice as Lon Woodbury of Woodbury Reports ([www.woodbury.com](http://www.woodbury.com)) and Struggling Teens has done some interesting Cyber detective work.

It seems Lon while checking out his own name under various search engines (Google for one) found two web pages he knew nothing about prominently displayed at the top of the search results as "Sponsored Links". These two web sites had apparently purchased his personal name as key

words, using his reputation to attract visitors to their web sites.

When Lon checked under his business name, Woodbury Reports TM Inc. he found the same two web sites prominently displayed at the top of the result. I searched NATSAP and was pleased to find no website at the top of our search, other than members who display our logo and name.

We should all check this out and refer to Lon's web site and his story on it (Opinions & Essays - September, 2002 Issue # 97). Special thanks to Lon Woodbury for his research and the article. Lon and I are going to discuss this further and see what we can find out for the industry.



Cheryl Kehl  
Second Nature



John Mercer  
Mission Mountain



Jan Moss  
Spring Ridge Academy



Bunny Porter-Shirley  
Educational Consultant

## WELCOME TO OUR NEW NATSAP MEMBERS

ANASAZI Foundation, Arizona

Avalon Hills Residential Eating Disorders  
Program, Utah

Duck River of Three Springs, Tennessee

Gateway Academy, Utah

Liahona Academy, Utah

Pasadena Villa, Florida

Shortridge Academy, New Hampshire

Skyline Journey, Utah

Sky Ranch for Boys, Inc., South Dakota

Summit Preparatory School, Montana

The Academy, Oregon

The Cleveland Home, Kentucky

The Edge, Georgia

Turnabout/Stillwater Academy, Utah

Woodhouse Academy, Connecticut

- Determined number and extent of board
- Determined number and extent of committees (Ethics, Personnel, Membership, Member Services, Operations, Executive, Public Relations, Academics, Financial, Conference and Behavioral)
- Developed committee roles, responsibilities and process
- Determined when ad hoc task force can be appropriately used to enhance the Executive Director and staff efforts
- Identify and plan legislative contact needs and responses (in process)
- Designed, printed and distributed statement of Ethical Principles
- Hired a web manager (managed by NATSAP staff and contract labor)
- Circulated standards and procedures for review and comment
- Recruited and hired a new executive director – done October 2001
- Provided recommended dues structure to all board members for review
- Set up a corporate office in Clearwater, Florida in October of 2001.
- Criteria for levels of membership developed along with a self-assessment tool for membership renewal

In addition NATSAP has published regularly a

four color Newsletter, Membership Directory, upgraded the website and search capabilities. NATSAP has maintained a positive variance working with a tight budget for the last two years.

## NATSAP'S STRATEGIC PLAN

In March of 2001 the NATSAP Board of Directors developed and implemented a Strategic Plan for our organization. At the Board Meeting in April in Salt Lake City, progress on the plan was reviewed and a committee was put in place to begin the next NATSAP Strategic Plan.

The following is a listing of some of the accomplishments since that initial meeting:

- Provision of feedback on standards discussed at the 2001 Conference
- Membership discussions at the 2002 Conference
- Ratified standards and procedures
- Finalized standards for full membership (Ethics standards operational)
- Developed methods of evaluating and addressing member compliance
- Defined roles and responsibilities of Board, Committees and Executive Director

*I don't want to get to  
the end of my life and  
find that I lived just the  
length of it. I want to  
have lived the width of  
it as well.*

*Diane Ackerman*

## REMINDER FOR ALL MEMBERS

I mentioned this several times at the Annual Conference in the Member Meeting in Santa Barbara, CA. If anyone is aware of an Ethical concern (regarding any program, person, or contact within the industry) and is not comfortable addressing that concern because of fears of retribution or any other reason, please pick up the phone and call me in total confidentiality. I will pursue the concern to the source and determine if in fact your concerns require action. If so I will pass it along to the President and Ethics Committee.

## NATSAP NEWS

### NATSAP's 2004 Conference

"Best Practices"

January 29-31, 2004

Sheraton Sand Key  
Clearwater Beach, FL  
(727) 595-1611  
Book Early!

Room Rates  
\$159 per night!!  
11 acres of beachfront

Will White, L.C.S.W  
Summit Achievement  
Conference Chairman

### Professional Library

One of the goals of  
the Strategic Plan of  
NATSAP includes  
developing a  
Professional Library.

Please send in  
reviews of books  
that you feel would  
benefit others in the  
organization that  
could be  
published in our  
new book review  
column.

### NATSAP NEWS Future Articles

*Therapeutic Boarding  
Schools ~ A Perspective*

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

*Adult Programs*

*Serving Children  
Under 12*

*Safety Practices and  
Therapeutic Holds*

*Equestrian Therapy*

*Eating Disorders*

*Asperger's Syndrome*

SPRING 2003

### 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

Andy Anderson

Editor

Vickie Anderson

Design and Layout

Andy Anderson

Photographs

NATSAP

PO Box 4949

Clearwater, FL 33758

Telephone: 727 442-7667

Fax: 727 442-8305

Cell: 727-512-9144

aanderson1537@yahoo.com

www.natsap.org

## Book Review By Kimball DeLaMare

### *Island View RTC*

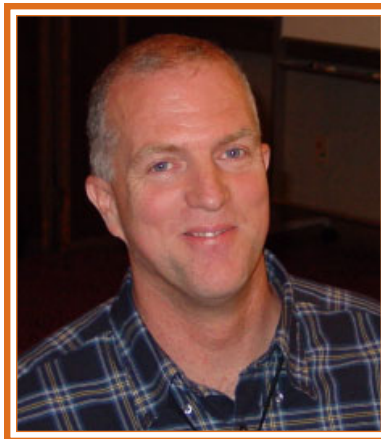
#### Living on the Razor's Edge

by Matthew D. Selekman with a forward by Bill O'Hanlon.

Published by: W. W. Norton, New York, London.

When Andy Anderson the Executive Director of NATSAP approached several of us with the task of reviewing Matthew Selekman's recent book related to self mutilation, I eagerly took on this opportunity. I found in reviewing *Living on the Razor's Edge*, that much of what is known regarding cutting, has been limited by prior author's focus on the didactic relationship between client and therapist in providing intervention strategies. Mr. Selekman's work however, which is solution oriented using the community family as well as "fellow cutters" in the healing process makes an important leap forward in helping these troubled youth and young adults.

From an excellent forward by Bill O'Hanlon to predictions of future intervention strategies this book provides the professional an excellent guide by which first, to understand the origins of self harming behavior not only from an individual perspective but from macro systems including schools and social settings. Moving from this exhaustive but thought provoking assessment, clinicians can be far better prepared to employ strategies that cannot only work through significant client resistance but also enjoin a community of professionals, family, friends and others in a process to ensure permanency of change. Of note, are Mr. Selekman's observations that cutting rarely occurs in isolation. With most all clients he encounters, there have been others who have articulated how their self harming has helped to assuage pain that has been present in the lives of those who begin to self harm. In testing, his theory within our residential setting in a group of 8 young women who all had self abuse issues, it was found that literally all of the 8 had heard of some friend or another who had utilized self harm in such a way. Mr. Selekman finds that when incorporating school and friends in the process, he can potentiate interventions that are provided within family systems. He suggests that the darkness of depression and the perceived



loss of power and hope experienced by those that self harm is in reality a powerful statement of the person's desperate attempts to somehow relieve themselves of this pain. Mr. Selekman advocates involving teachers in classes where a client may feel stress, be involved in family

sessions. He advises that friends from the community who are seen as having significant social clout, also attend sessions. In essence, he suggests that a responsible clinician should not leave any stone unturned in their quest for finding resources, support systems and answers for clients.

In reviewing interventions, Mr. Selekman is clearly systems oriented. He however, mixes in a healthy

dose of strategic therapeutic strategies, relationship oriented support as well as clear and firm boundaries. He appears to be a masterful clinician who is able to refrain a client's pain into a quest for some positive resolution of problems. He emphasizes a heavy capitalization upon client assets to rebuild hope as well as to ensure belief in the clients ability to govern and heal themselves. Of interest may be his strategies to teach clients to "self-soothe" themselves. He also utilizes relapse prevention strategies by asking clients to define which triggers would get them back into negative moods. He asks such questions with significant details so as to allow the client to be able to

role play many scenarios that may come their way in the future. Clearly, Matthew Selekman believes in his clients, his care for them comes strongly through in this excellent book. It is a text I highly recommend that all professionals as well as paraprofessionals become familiar within this day and age in which cutting issues seem to be more and more prevalent.

*I have learned that success is to be measured not so much by the position that one has reached in life as by the obstacles which he has overcome while trying to succeed.*

~Booker T. Washington~

# NATSAP NEWS

The National Association of Therapeutic Schools and Programs

Spring 2004



## NATSAP BOARD OF DIRECTORS

*John Santa, President*  
Montana Academy

*Jan Moss, President Elect*  
Spring Ridge Academy

*Cheryl Kehl, Secretary*  
Second Nature

*Craig LaMont, Treasurer*  
Telos Residential Treatment, LLC

*Paul Smith, Past President*  
Catherine Freer Wilderness  
Therapy Expeditions

*Gil Hallows*  
Aspen Achievement Academy

*Sharon Laney*  
Three Springs, Inc.

*John Mercer*  
Mission Mountain School

*James Meyer*  
The Oakley School

*Rosemary Tippet*  
Three Springs, Inc.

*John Powers*  
Aspen Education Group

*Will White*  
Summit Achievement

*Bunny Porter-Shirley, Ex-Officio*  
Educational Consultant

## NATSAP STAFF

Andy Anderson  
Executive Director  
PO Box 4949

Clearwater, FL 33758

Telephone: 727 442-7667

Fax: 727 442-8305

Cell: 727-512-9144

aanderson1537@yahoo.com

## KIMBALL DELAMARE RECEIVES NATSAP LEADERSHIP AWARD



**John Santa, Ph.D. and Kimball DeLaMare**

Kimball DeLaMare, L.C.S.W., one of the founders of Island View Residential Treatment Center located in Syracuse Utah and of the Oakley School of Oakley, Utah was awarded the National Leadership Award in January of 2004 at the annual meeting of the National Association of Therapeutic Schools and Programs (NATSAP) held in Clearwater, Florida. Mr. DeLaMare, a former Board Member and Past President of NATSAP, was recognized as being instrumental in the formation and growth of the organization which is comprised of schools and programs serving primarily teenagers and their families from around the nation. Current NATSAP President, John Santa, Ph.D. of Montana Academy pointed out that Mr. DeLaMare helped propel the formation of Ethical Principles as well as Principles of Good Practice which have been embraced by member programs resulting in more collaborative and effective services to struggling youth and families. Mr. DeLaMare has also helped to implement NATSAP Regional conferences and currently serves as the Chair for an upcoming

People never improve  
unless they look to some  
standard or example higher  
and better than themselves.  
*Tyron Edwards*

conference scheduled for June 25<sup>th</sup> of this year to be sponsored and hosted by the Oakley School, located in Oakley, Utah. In accepting the award, Mr. DeLaMare recognized the many leaders he has attempted to emulate, most notably, his parents and his own family. He gave several examples of individuals and organizations who have inspired him throughout his career and noted, with particular satisfaction, the willingness of many within the NATSAP organization to share their knowledge and business strategies despite being competitors with each other. NATSAP also recognized Paul Smith of the Catherine Freer Wilderness

Therapy Expeditions who has just completed his term as NATSAP President. Mr. Smith has overseen a solidification of many of NATSAP's long term goals for the future while ensuring the financial health of the organization which is managed on a day to day basis by Andy Anderson, the

Executive Director.

## NATSAP "BEST PRACTICES" 2004 ANNUAL CONFERENCE

Clearwater, Florida was the location of the 2004 NATSAP Annual Conference, "Best Practices", a success beyond our imagination! Soft pure white sand, cool (and I mean cool) breezes, azure water and 460 professionals ready to learn, teach, share and build our industry. The swimming pool was empty, except for participants from the North who thought the weather was balmy. But what a conference, great speakers and camaraderie, good food, good friends and a learning experience that was exceptional.

## NATSAP Committee Chairpersons

### Ethics

Gil Hallows  
Aspen Achievement  
Academy

### Finance

Craig LaMont,  
Treasurer  
Telos Residential  
Treatment, LLC

### Membership

Jan Moss  
Incoming President  
Spring Ridge Academy

### Member Services

Rosemary Tippet  
Three Springs, Inc.

### Public Relations

John Powers  
Aspen Education  
Group

### Board Operations

Paul Smith  
Past President  
Catherine Freer  
Wilderness Therapy  
Expeditions

### Executive Committee

John Santa, NATSAP  
President  
Montana Academy

### Education Committee

John Mercer  
Mission Mountain  
School

### Ad Hoc Publications

Committee  
Chuck Bruder

### *(Best Practices continued)*

Twenty-eight speakers and three Keynotes is not your everyday run of the mill two and one-half day conference. Our Keynotes and speakers deserve special recognition.

Edward Hallowell, M.D. is one of the best known and sought after speakers in our country. He is a true expert on ADD/ADHD. Dr. Hallowell is an instructor at the Harvard Medical School and Director of the Hallowell Center for Cognitive and Emotional Health. Dr. Hallowell is truly a fine speaker and had the audience mystified with his presentation titled "Best Practices: The Human Face of ADHD: Update". Dr. Hallowell's clinical knowledge added to his anecdotes was priceless. Dr. Hallowell was also our Thursday dinner speaker and he was not only informative clinically, he was funny and his combination really worked.

Carol Santa, Ph.D., (wife and partner of our President, John Santa, Ph.D.) one of the real experts in education and the author of the CRISS (Creating Independence through Student owned Strategies) curriculum. A curriculum that should be in every educational district in our country not just the 37 it currently is used in today. Carol's presentation, "Learning How to Thrive Academically" was thought provoking and filled with information.

Michael Gass, Ph.D. closed our conference with "Best Practices in Adventure in 2004 and 2010". Dr. Gass is a professor at the University of New Hampshire (UNH) and had a smooth and thought provoking style to his presentation. Dr. Gass is one of the foremost experts on Outdoor / Adventure Therapy and has brought one of our "friends" of NATSAP to the University of New Hampshire with him, Keith Russell, Ph.D.

The expertise at UNH is top drawer and in giving us a look at Adventure Therapy in a futuristic format Dr. Gass gave us much to think about not only in population shifts but how we apply Adventure based Therapy to shifting populations. Dr. Gass was an excellent choice to close our conference and we thank him and our other Keynotes for their expertise and stimulating presentations.

In addition to the three exceptional keynote speakers, We had 28 of NATSAP's own giving presentations on Family Therapy, Healthy Schools, Adoption, Wilderness Research, Personality Disorders, Learning Style, Spirituality, Yoga, Residential Treatment, Socially Intuitive Clients, Art Therapy, New Drugs and how to use them safely in the wilderness and many other pertinent topics.

In a word, outstanding was the 2004 NATSAP Conference.

One last note,  
***THANK YOU to WILL WHITE and the CONFERENCE COMMITTEE!***



*Edward Hallowell, M.D.*



*Mike Gass, Ph.D.*



*Carol Santa, Ph.D.*



## BEST PRACTICES CLEARWATER BEACH, FLORIDA



## WELCOME NEW MEMBERS

Academy of the Sierras  
*Reedley, California*  
 Adirondack Leadership Expeditions  
*Saranac Lake, New York*  
 Bridges Academy  
*Bend, Oregon*  
 Cedars Academy  
*Bridgeville, Delaware*  
 John Dewey Academy  
*Great Barrington, Massachusetts*  
 Life-Line, Inc.  
*North Salt Lake, Utah*  
 Lone Star Expeditions  
*Groveton, Texas*  
 Midnight Mountain Life Skills  
 Training Center  
*Boys, Washington*  
 Montcalm School for Girls  
*Van Wert, Ohio*  
 Northwest Passages  
*Kalispell, Montana*  
 Penrith Farms  
*Newport, Washington*  
 Rogers Memorial Hospital  
*Oconomowoc, Wisconsin*  
 Second Nature Blue Ridge  
*Clayton, Georgia*  
 Star Meadows Academy @ Hope Ranch  
*Whitefish, Montana*  
 Sunrise Family Services, Inc.  
*Orem, Utah*  
 Telos Residential Treatment, LLC  
*Orem, Utah*  
 Uinta Academy  
*Lewiston, Utah*  
 Utah Boys Ranch  
*West Jordan, Utah*

## NATSAP NEWS

### PROFESSIONAL LIBRARY

One of the goals of the Strategic Plan of NATSAP includes developing a Professional Library.

Please send in reviews of books that you feel would benefit others in the organization that could be published in our new book review column.

**I have learned that success is to be measured not so much by the position that one has reached in life as by the obstacles which he has overcome while trying to succeed.**

*Booker T. Washington*

### NATSAP NEWS Future Articles

*Therapeutic Boarding Schools ~ A Perspective*  
*Schools and Programs in NATSAP ~ Education is Everybody's Business*

*Adult Programs*  
*Serving Children Under 12*

*Safety Practices and Therapeutic Holds*

*Equestrian Therapy*  
*Eating Disorders*  
*Asperger's Syndrome*

Spring 2004

## NATSAP 2005 CONFERENCE

**CALL FOR  
PAPERS  
INFORMATION**

**AVAILABLE AT  
WWW.NATSAP.ORG**

Keep away from people who try to belittle your ambitions. Small people always do that, but the really great make you feel that you, too, can become great.

*Mark Twain*

## 2004 IECA FALL CONFERENCE

**NEW ORLEANS,  
LOUISIANA**

**NOVEMBER  
10-13**

## 2005 NATSAP ANNUAL CONFERENCE



***Starr Pass Tucson Resort and Spa***

**January 27 - 29, 2005**

See you in 2005

at the Starr Pass Hotel and Resort of Tucson.

Information is on the website.

BOOK EARLY if you want a room at the Starr Pass and remember to say you are with NATSAP to get the rate of \$175 per night single/double.  
(520) 792-3500

## EDUCATIONAL COMMITTEE HOLDS CONFERENCE IN CHILLY PARK CITY

On May 21-22, 2004 the Education Committee and other professionals came together in Park City, UT to begin to develop our education objectives, review the results of a recent survey sent out to members and to see how education plays into our Ethical Principles and Principles of Good Practice.

The following persons were in attendance: John Mercer, Mission Mountain School, John Santa, Ph.D., Montana Academy, Carol Santa, Ph.D., Montana Academy, James Meyer, Oakley School, Sharon Bitz, Mount Bachelor Academy, Sid Parham, Ph.D., The Family Foundation, Laurie Laird, New Haven RTC, Jan Moss, Spring Ridge Academy, Pam Nielsen, Cedar Ridge RTC, Marjorie Timms, CEDU, Will Laughlin, Three Springs, and Andy Anderson, NATSAP.



## FOURTH ANNUAL UTAH REGIONAL CONFERENCE

**“Thinking Outside of the Box.  
Creative Interventions for Change.”**

**Friday, June 25, 2004  
8:30 AM - 4:30 PM**

**The Oakley School**  
251 West Weber Canyon Road  
Oakley, UT 84055

### Registration Fees:

\$40.00

*NATSAP Members & Supporting Members*

\$65.00

*Non-NATSAP Members*

***Please visit the conference section  
of the NATSAP website for detailed  
Utah conference information***

## NATSAP WEBSITE NOW POSTING JOBS FOR MEMBER PROGRAMS!

The NATSAP website has the ability to put your jobs in front of prospective employees. This new member service can be utilized by sending an e-mail to [aanderson1537@yahoo.com](mailto:aanderson1537@yahoo.com) with the following information included:

- ◆ Job Title
- ◆ Job Category (Administrative, Direct Care, Clinical, Education, Medical)
- ◆ Program Type (Residential Treatment Center, Boarding School, Wilderness, etc.)
- ◆ Job Description
- ◆ Job Qualifications
- ◆ Salary (optional)
- ◆ Date Posted
- ◆ Date Expires
- ◆ Program Name
- ◆ Contact Name
- ◆ Contact Telephone Number
- ◆ Contact e-mail address
- ◆ Program Website
- ◆ Category (Outdoor, Boarding School, RTC, etc.)
- ◆ Locations (City, State)

We hope this new service helps you find the employees you desire.

## ETHICAL CONCERNS

April 20, 2004

Dear Andy,

For the past two years I have been chair of the Ethics Committee for IECA. During that time I have received many complaints about consultant behavior voiced by representatives of various programs and schools. I am very glad that programs and schools feel that they have a voice and express that to me. The thing that has concerned me, however, is that very often I hear complaints, but the schools or programs are not willing to take a stand and make a formal complaint. If the Ethics Committee does not receive a formal complaint explaining the violation of the Principles of Good Practice, or the unethical or simply rude behavior of the consultant, the committee cannot act on that complaint. It becomes hearsay, and we wouldn't have a leg to stand on if we were to approach a consultant.

I would like to appeal to the members of NATSAP to not tolerate rude, unprofessional, or bullying behavior from ANY consultant. That needs to be referred to the Ethics Committee Chair or to the IECA office. If a school accepts that behavior and gives in to the demands of such behavior then the school is responsible for perpetuating the problem. It is very frustrating to receive complaints, request that the complainant write a letter, and then have that complainant say that they would never do that because the consultant would boycott their program and influence their friends to do the same. I am of the opinion that schools and programs do not need the referrals of any consultant that would engage in such behavior. I strongly believe that the consultants that are guilty of such offenses are the minority of our membership, and unfortunately they are negatively impacting all of us. If a clear message were sent to the offending consultants across the board, we would see a dramatic decline in this behavior.

As consultants we need to have good programs to which we can refer our clients. We are

dependent upon your programs to enable us to do a good job for our families. It is not the other way around. We have heard that people that are on the front line of programs, the admissions staff, are often willing to come forward, but are sometimes restrained from doing so because the director of the program does not want to ruffle feathers. If that is the case, directors need to experience the demoralizing effects of dealing with demanding and sometimes abusive consultants. It is unfair to expect admissions directors to accept that they will sometimes be expected to endure abusive and demanding behavior.

NATSAP has a set of Ethical Principles. IECA has Principles of Good Practice that all members are required to be familiar with and sign. Violating the Principles of Good Practice can be grounds for termination of membership. We value our Principles of Good Practice, and want all of our members to follow the guidelines of these principles. We need to be able to work in a cooperative environment with programs to develop relationships that ultimately benefit all of us, and most of all the children that we all serve.



Sincerely,  
BJ Hopper  
Ethics Chair

I recently received this letter from BJ Hopper and felt it was appropriate that I share it with all of you.

Andy Anderson

### REMINDER FOR ALL MEMBERS

If anyone is aware of an Ethical concern (regarding any program, person, or contact within the industry) and is not comfortable addressing that concern because of fears of retribution or any other reason, please pick up the phone and call me in total confidentiality. I will pursue the concern to the source and determine if in fact your concerns require action. If so I will pass it along to the President and Ethics Committee.

Andy Anderson

## NATSAP NEWS

**NATSAP IS PLANNING TO INCREASE ITS NUMBER AND LOCATIONS OF REGIONAL CONFERENCES IN 2004-2005**

**MONTANA HELD A REGIONAL CONFERENCE ON JUNE 11, 2004.**

**FUTURE SITES FOR REGIONAL CONFERENCES INCLUDE NEW ENGLAND, OREGON, AND TENNESSEE**

All of us have to remember where we came from and what it was like then if we are to understand where we are heading and how to get there.

*Colin Powell*

Spring 2004



*Robyn Warner, M.S.  
Three Springs, Inc.*

### **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.

### **NATSAP NEWS**

Andy Anderson  
*Editor*

Vickie Anderson  
*Design and Layout*

NATSAP  
PO Box 4949  
Clearwater, FL 33758  
Telephone: 727 442-7667  
Fax: 727 442-8305  
Cell: 727-512-9144  
aanderson1537@yahoo.com  
www.natsap.org

## **HOW TO TALK TO YOUR TEEN**

By Robyn Warner, M.S., [Three Springs, Inc.](#)

*Ms. Warner has devoted her career to the healing and restoration of children and their families and now oversees the operations of four therapeutic programs.*

Raising a teenager can sometimes feel like walking through a maze. Parents are constantly confronted with unexpected twists and turns, and sometimes you feel as though your efforts lead to nowhere. Although adolescence is challenging for parents and teens alike, there are steps that parents can take to navigate the teen years more smoothly. Open and honest communication is essential for surviving and thriving during the teen years. By learning how to speak openly with your teen about difficult topics, you can help make getting through these years easier for both you and your child. Here are some recommendations for improving communication with your teenager:

### ***Listen***

Listening is probably the most important skill a parent can have. Understanding what your child is communicating or even what they are not communicating is crucial to assessing where your child is emotionally at any given time. Silence can send as loud a message as an outburst. Parents must ask themselves, what did our child talk about in the past and why isn't he or she talking about it anymore? What particular topics prompt our child to shut down?

### ***Talk about the tough topics***

Parents often become guarded about difficult topics such as drugs and sex because they feel that talking about it will prompt their child to start thinking about them or experimenting. The reality is that children are bombarded with images, discussion and opportunities to get involved in dangerous activities every day. Talking about them openly and honestly may encourage them to speak to you before they act. If you don't feel informed enough on a particular topic, then seek out resources such as friends, relatives, pastors or books to help you gain the knowledge necessary to be more comfortable with discussing the subject with your teen. Once you have the information you need, make difficult topics a part of your normal day-to-day conversations. It is much harder for teenagers to adjust to the sudden interjection of potentially embarrassing subjects than it is if you talk about them regularly. Events in everyday life offer opportunities for discussion that should not be passed up. For example, situations that your teen's friends are experiencing or books and movies about difficult topics can be good ways to initiate a conversation. Parents should also talk about their own mistakes with their children to demonstrate that learning from mistakes and making better decisions in the future are the ultimate goals of growing up.

### ***Topics to be aware of:***

- Drugs/alcohol/smoking
- Sexuality
- Relationships with friends and family
- Spirituality
- School/plans for the future
- Money
- Movies/music/hobbies

### ***Keep your cool***

Despite your best efforts, there will still be times when your child may be uncomfortable or even obstinate when it comes to discussing a particular topic. In situations like these, parents must approach the situation in a calm and mature manner. If your teen displays hostility or aggressive behavior, above all else remain calm and in control of your emotions. You should not allow your emotions to match your child's in intensity or aggression. Remember that you are a role model for how your child handles conflict in the future. Parents should avoid arguments even when their child is putting all of his or her effort into making the discussion combative. If necessary, give your child time to cool off. Parents should not push a child to continue a discussion if it is escalating to the point of screaming or physical violence. When your child has calmed down, ask how he or she is feeling or what is going on in the situation. Listen without interruption or judgment.

### ***Give teens a voice***

Remember that it is OK for your child to have feelings, even when those feelings make you uncomfortable. Parents should never argue with a child about his or her feelings. You should acknowledge your child's feelings and realize that understanding their feelings does not necessarily mean that you feel the same way. It is important that parents not act shocked or begin lecturing when talking to their teenager. Lecturing seldom serves to do anything other than make children less likely to talk openly with their parents. Parents should make their views and value systems known, but should do this without neglecting their child's feelings.

### ***Seek outside help***

If you are still having trouble getting through to your teen, it may be time to consider outside help.

Any of the following situations is a good reason to seek assistance: your child displays sudden, unexplained changes in behavior; a structure of basic rules and consequences is not working; other people are stating concerns; you suspect drug use; your child has become aggressive with you; or your child is in legal trouble.

### ***Important things to remember***

Forming a relationship based on trust and respect through daily interaction and interest in your child's activities is the most important thing a parent can do to make communication easier. Even in difficult times, remember to express your love for your child and enjoy the challenge of being a parent.

**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  
126 N. Marina, Ste. 2  
Prescott, AZ 86301  
Phone: (928) 443-9505  
FAX: (928) 445-9507  
E-mail: info@natsap.org  
Web: www.natsap.org

**NATSAP  
2006  
NATIONAL  
CONFERENCE**  
**“Foundations  
for Tomorrow”**  
**Feb. 2-4, 2006**  
**Sand Key Resort**  
**Clearwater, FL**

## FIRST SOUTHERN UTAH REGIONAL NATSAP CONFERENCE

The first conference to be held in Southern Utah is scheduled for September 16<sup>th</sup> at the Holiday Inn in St. George. The conference is co-chaired by Brent Hall of Discovery Academy and Ben Harris of SunHawk Academy. This conference was scheduled earlier in 2005, but the weather had different ideas in mind. After a great deal of flooding, the mayor asked that we postpone the conference. The area has recovered and we are now a “go”. The conference will begin with a keynote address from Jeff Smith, Logan River, and the NATSAP Utah Regional President. Twelve breakout sessions will be held throughout the day with a break for a conference-sponsored lunch.

## ANOTHER SUCCESSFUL REGIONAL NATSAP CONFERENCE

*Michael E. Berrett, PhD, Conference Chair  
Center for Change*

Friday, June 25<sup>th</sup>, 2005 was a beautiful day, and a fitting day for the Utah Regional NATSAP Conference. The conference was chaired by staff from Center for Change, and hosted by Utah Boys Ranch / Westridge Academy.

The facilities, campus, logistics, and food were excellent, capped by a panoramic view of the Wasatch Mountains with snowfields in view. The hosting was a definite highlight, and the keynote addresses denoted well the theme of the conference: “Best Practices.”

IECA Board Member and Education Consultant, Tim Lee, gave a “no-nonsense,” straightforward, and thought provoking presentation on ethics and its role in the relationships between education consultants and treatment programs.

Drs. Ellen Behrens and Tracine Smoot created a relevant and specific presentation for NATSAP programs on “Evidence-based Practice in Adolescent Residential Care. Participants who already do evidenced-based care, learned more tools to improve what they are already doing. Those who don’t practice evidence-based treatment, were inspired to do so, and given some practical starting points.

In addition to the keynote addresses, there were 21 quality presentations offered that day in concurrent sessions. Participants had much to choose from, and there were offerings for all: administrators, educators, clinicians, and direct-care staff. Attendees found everything, from the importance of “Therapeutic Mojo” to dealing with “I hate you - don’t leave me.” The presenters and presentations were “top notch.”

## ANOTHER SUCCESSFUL REGIONAL NATSAP CONFERENCE CON’T.

Despite the busy time of summer vacation for many would-be-attendees, we still had a respectable showing of 192 registered participants at the conference. All in all, it was a great conference in the “non-marketing” atmosphere, which is the NATSAP tradition. As hosts for the conference we learned a lot about what worked well and what we would do differently next time. We would be happy to share our learning with any who are blessed with the task of putting on a professional conference. Don’t hesitate to give us a call.

To those who attended, and for those who were not able to attend but were there in spirit - thanks for

your support! We learned again, that it is truly the participants, both NATSAP members and others as well, who make a conference successful. With sincerity and gratitude we send our thanks!

Please join us in looking ahead with positive anticipation towards the next Utah Regional NATSAP Conference.



## NATSAP Mailing Schedule October – December, 2005

Watch your mail for these important events. Your prompt response to each mailing is greatly appreciated!

|                            |                                                                                                         |
|----------------------------|---------------------------------------------------------------------------------------------------------|
| October 1 -<br>October 14  | Nominations for<br>NATSAP Board of<br>Directors                                                         |
| October 18 -<br>October 31 | NATSAP Board<br>of Directors Election                                                                   |
| November 1                 | 2006 NATSAP<br>“Foundations for<br>Tomorrow” Registration                                               |
| December 1                 | Annual Renewal<br>“Packet”<br><i>Deadline for inclusion in<br/>2006 Directory:<br/>January 31, 2006</i> |

# NATSAP NEWS

## The National Association of Therapeutic Schools and Programs

SUMMER 2005



## BOARD OF DIRECTORS

*John Santa, President*  
Montana Academy

*Sharon Laney, Vice-President*  
Three Springs, Inc.

*Craig LaMont, Treasurer*  
Telos Residential Treatment

*Cheryl Kehl, Secretary*  
Second Nature

*Michael Berrett*  
Center for Change

*Penny James-Riddell*  
Explorations

*Gil Hallows*  
Aspen Achievement Academy

*James Meyer*  
The Oakley School

*John Mercer*  
Mission Mountain School

*Craig Rodabough*  
Logan River Academy

*Rosemary Tippet*  
Three Springs, Inc.

*Will White*  
Summit Achievement

*Paul Smith, Ex-Officio*  
Catherine Freer Wildemess  
Therapy Expeditions

*Kay Davison, Ex-Officio*  
Educational Consultant

**NATSAP OFFICE**  
*Jan Moss, Executive Director*  
126 N. Marina, Ste. 2  
Prescott, AZ 86301  
Telephone: (928) 443-9505  
Fax: (928) 443-9507  
E-mail: info@natsap.org  
Web: www.natsap.org

## MONTANA LEGISLATORS PASS HOUSE BILL 628

*Penny James, Explorations*

Programs across the state of Montana recently united to pass ground-breaking legislation pertinent to therapeutic schools and programs statewide. In a nearly 6 month campaign, programs of different models, size, and perspective joined forces to educate Montana legislators about the components of House Bill 628. Program owners and employees, lobbyists, students and parents joined forces to teach Montana legislators about therapeutic programs and the life-changing impact such programs have on the students who attend, their families, the staff members that serve those families and the communities in which these facilities exist. Montana stood as one of the last spots in the nation where licensure, registration, and other regulatory components were not integrated into the state level government for all the different facilities statewide.

HB 628, sponsored by Representative Paul Clark and Senator Jim Elliott and supported by programs, was signed into law on April 19, 2005. Representative Clark and Senator Elliott hail from Sanders County in Montana – an area ‘rich’ with programs that serve troubled youth. Representative Clark, in fact, is the owner of a small outdoor program for youth at risk. The fruition of this bill becoming law was not without considerable efforts on the behalf of program and school personnel statewide.

HB 628 proposes a new prototype of regulation and launches Montana into a process not seen by any other state in the nation. The fundamental shift in this law versus other regulatory bodies nationwide is the establishment of a state board (Board of Private Alternative Adolescent Residential or Outdoor

Programs) which will implement a registration process for programs and will further study current regulations, industry standards, and the quality of alternative adolescent residential and outdoor care in the state. The state board will then report to the legislature in 2007 regarding potential licensure requirements.

The state board will be comprised of five members and each will be appointed by Governor Brian Schweitzer. Board members will consist

of three representatives from programs and two members of the general public. The composition of this board will insure input from those in the field and will provide the necessary ‘check and balances’ with outside contribution.

This board will fall under the jurisdiction of the Department of Labor and Industry – another break from the customary oversight seen in other states. Outside parties, including the state Department of Public Health and Human Services, stood in opposition to the bill favored by programs and stated a position that those who work in programs might not be able to provide the objectivity needed to insure quality of care.

Montana is, in many ways, a perfect place for such ground-breaking legislation. It is a Montana tradition to support licensing and regulations which are monitored by those engaged in the field. Montana programs are diverse in nature and many talented and nationally respected practitioners and professionals call Montana their home.

*Article Continued on Page 2 ----->*



*Representative Paul Clark Governor Brian Schweitzer Senator Jim Elliott Mary Alexine Chrysalis*

| NATSAP NEWS                                                                         |                 |
|-------------------------------------------------------------------------------------|-----------------|
| IN THIS ISSUE...                                                                    |                 |
| MONTANA LEGISLATORS PASS HOUSE BILL 628.....                                        | COVER & PG. 2   |
| UTAH REGULATORY CHANGES.....                                                        | PGS. 2 & 3      |
| MEMBERSHIP COMMITTEE NEWS.....                                                      | PG. 3           |
| SOUTHERN UTAH CONFERENCE INFO...                                                    | BACK COVER      |
| UTAH REGIONAL CONFERENCE - A SUCCESS!                                               | .....BACK COVER |
| NATSAP PRESIDENT'S CORNER.....                                                      | INSERT          |
| Highlight your membership by adding the NATSAP logo to your website                 |                 |
|  |                 |
| SUMMER 2005                                                                         |                 |

### MONTANA LEGISLATORS PASS HOUSE BILL 628 CON’T.

There are twelve NATSAP member programs in Montana with three Montanans serving as current directors on the NATSAP Board. Some Montana facilities already fall under differing accreditation standards which require regular inspections to ensure high standards of care. Lastly, alternative residential and outdoor youth care facilities often contribute to Montana in other ways: they are environmentally friendly, non-extractive, and are most often located in rural areas which bolster the local economy.



*Penny James-Riddell, Explorations*

*John Mercer, Mission Mountain*

*Patrick McKenna, Monarch School*

Since HB 628 was signed into law, the Association of Montana Alternative Adolescent Private Programs (MAAPP), Inc. was formed by program and school personnel in the state. The mission of MAAPP is to “...enhance the standard of care, credibility, economic viability and stature of private alternative adolescent programs and schools within the state of Montana through education, advocacy, information and support for its members.” MAAPP Board members include NATSAP members John Mercer, Mission Mountain School, President; Penny James, Explorations, Secretary; and Linda Carpenter, Star Meadows at Hope Ranch, Treasurer. Also on the Board are Representative Paul Clark, and Jacqueline Rutzke, Spring Creek Lodge Academy. The Association of MAAPP has developed goals and objectives, ratified by its members, which include acting as a resource for the industry and an advocate to the state Board of Private Alternative Adolescent Residential or Outdoor Programs. Montana programs continue to demonstrate their commitment to collaboration, consensus, and education of those both within and outside the industry through the efforts of MAAPP.

### MONTANA LEGISLATORS PASS HOUSE BILL 628 CON’T.

Montana has a reputation of doing things in a distinct and innovative fashion. That is because Montana itself is unique – both culturally and geographically. Therapeutic programs and schools across Montana contribute to the one-of-a-kind character of the state by serving youth from across the nation with Montana’s rich resources. Hundreds of struggling youth benefit from Montana’s character which is perfectly suited for self-exploration. The passage of HB 628 provides the opportunity for programs to continue to be creative and pioneering while ensuring a voice in regulations that will impact their students’ well-being, safety and quality of care during time spent in a state known as “The Last Best Place”.

#### NATSAP INSTRUMENTAL IN UTAH REGULATORY CHANGES

*Kimball DeLaMare, Island View RTC*

The summer of 2004 was a dicey time if you were in the residential treatment business in Utah. Angry citizens reacting to a tragic death stemming from the aggressive actions of a troubled youth in a program were combining resources with another group of citizens dead set on enacting legislation to keep a sex offender program out of their community. Certain legislators unfamiliar with our industry were discussing proposals that could severely limit a program’s ability to function while penalizing “good providers” in the interest of safeguarding the public from any who may run more risky enterprises.

Within the State Office of Licensing there were concerns as to how to interpret regulatory guidelines as programs evolved to better meet client needs. Behavioral definitions related to what constitutes a “time out”, or other such interventions were open to a variety of interpretations, creating some confusion and risk for providers and consumers. Although Utah is a noted leader in terms of regulatory oversight, standards were in need of revision, including additional categorical definitions and procedural clarification.

Independent of each other, several NATSAP programs began to be involved. From early discussions an ad hoc group hosted first by Provo Canyon School, and subsequently, by the Heritage School banded together to examine issues, develop proposed enhancements to existing standards, and ultimately meet with Licensing Officials to present their findings. From those workgroups the Office of Licensing, directed by Ken Stettler, was able to advise key legislators, meet with

### NATSAP INSTRUMENTAL IN UTAH REGULATORY CHANGES CON’T.

**the Attorney General’s office, and ultimately craft** legislation that passed into law in the Spring of 2005 and is now developing standards in conjunction with NATSAP and other providers in Utah.

So what came of all these efforts?

- NATSAP programs including the Oakley School, Cedar Ridge and Discovery Academy along with Robin Stephens of Aspen Education Group and three other programs have just completed the final drafts of the new Therapeutic Boarding School standards which will allow greater flexibility in step down programming.
- Increased requirements for owner and supervisor competency to safeguard against untrained entrepreneurs attempting to establish substandard programs.
- The option for local communities to employ licensing specialists trained and overseen by the state office, to assure local communities of personal oversight if desired. Although this provision could be problematic, depending upon how a locality decides to participate, it appears there are sufficient safeguards to restrict reactive or politicized actions on the part of a community.
- A consensus as to how to deal with eighteen year olds who want to remain in settings that typically serve minors without needing formal, individual variance for each and every case. It appears that programs will first submit specific procedures as to housing, assurance of rights, programming, and other concerns related to the continued stay of eighteen year olds and these will be audited annually once approved.
- Adoption of behavioral management definitions and policies as provided to the state by NATSAP. These procedural guidelines were initially authored by Jared Balmer of Island View who also sits on the national advisory board of the Joint Commission on Accreditation of Health Care Facilities (JCAHO). These guidelines were subsequently approved by NATSAP membership after board review. They will greatly aid in the prevention of abusive and punitive practices that compromise treatment and prejudice the public.
- The installation of Jeff Smith of Logan River Academy on the Licensing Review Board as an industry representative. Jeff is also heading up the Utah Region of NATSAP which is the first local region to formally organize.

### NATSAP INSTRUMENTAL IN UTAH REGULATORY CHANGES CON’T.

Although there is more to come we are excited by the collaborative relationships NATSAP has been able to develop with the state. We look forward to further enhancements of state policies and guidelines to protect the public while delivering effective care.

*Note: Kimball DeLaMare, past president of NATSAP was instrumental in coordinating NATSAP efforts related to the proceeding article. He notes that a majority of the Utah members of NATSAP were involved in this remarkable process.*

#### NEWS FROM THE MEMBERSHIP COMMITTEE

*Will White, Committee Chair*  
*Summit Achievement*

The committee has been busy since the first of the year reviewing a multitude of applications for membership. At the end of 2004, NATSAP had 128 members. Of that number, 118 members renewed their membership for 2005. Sixteen applications had been reviewed and accepted for membership in late 2004, so by the time January 31<sup>st</sup> arrived, we had increased our membership to 134. These new members were welcomed during our 2005 Annual Meeting in Tucson.

Since that time we have reviewed an additional 10 applications and are pleased to welcome the following programs into NATSAP, bringing our membership to 150.

Copper Hills Youth Center

Coral Reef Academy

Daybreak Behavioral Resources

F.L. Chamberlain School

La Europa

Optimum Performance Institute

Three Rivers Montana

Transitions Galveston Island

Waterman Academy

Willow Creek School

The membership committee includes the following individuals: Amy Jeppesen of La Europa Academy, Steve Nielsen of Willow Creek School, Sid Parham of the Family Foundation School, Eric Scheiderman of Bridges Academy, Will Laughlin of Auldern Academy and Jan Ellison, formerly of LaAmistad. We appreciate the time and energy this committee puts into reviewing new member applications as well as making recommendations to the NATSAP Board. We would like to thank them and their programs for supporting the NATSAP mission.

| NATSAP NEWS                                           |                                                                                                                                                                                                                                                            |
|-------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| UPCOMING CONFERENCES                                  |                                                                                                                                                                                                                                                            |
| NATSAP's 1st Annual Southern Utah Regional Conference | Friday, Sept. 16, 2005                                                                                                                                                                                                                                     |
| St. George Holiday Inn<br>St. George, Utah            |                                                                                                                                                                                                                                                            |
| NATSAP's 2nd Annual Northeast Regional Conference     | Friday, Sept. 30, 2005                                                                                                                                                                                                                                     |
| The Colony Hotel<br>Kennebunkport, Maine              |                                                                                                                                                                                                                                                            |
| 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. |
| SUMMER 2005                                           |                                                                                                                                                                                                                                                            |

NATSAP NEWS

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  
126 N. Marina, Ste. 2  
Prescott, AZ 86301  
Phone: (928) 443-9505  
FAX: (928) 445-9507  
E-mail: info@natsap.org  
Web: www.natsap.org

NATSAP  
2006  
NATIONAL  
CONFERENCE  
“Foundations  
for Tomorrow”  
Feb. 2-4, 2006  
Sand Key Resort  
Clearwater, FL

4TH QUARTER  
2005

ETHICS

Since its inception, NATSAP has been concerned with defining pertinent ethical standards that member programs are expected to practice. During this past year, the subject of ethics, especially ethical principles governing the relationship between NATSAP programs and referring professionals, has been squarely in the forefront of frequent conversations.

Sensing a heightened interest in the topic, NATSAP scheduled “Ethics” as a theme for one of the “Community Gathering and Discussion” sessions at the annual conference in January, 2005. The program representatives and educational consultants who packed the room engaged in a spirited discussion that suggested the need for continuing a focused effort. Both the NATSAP Ethics Committee and the IECA Best Practices Committee have formulated action plans. The plans call for the respective committees to engage in a campaign to:

1. Review ethical standards pertaining to the relationship between programs and educational consultants.
2. Clarify or augment those standards where warranted.
3. Present any changes or additions to respective boards and memberships for approval.
4. Educate respective members concerning these ethical standards.

Toward this end, the NATSAP and IECA Committees have been working independently on their respective ethical principles. The two groups also met together this past May to compare notes and discuss areas of overlapping concern, and are planning a follow-up joint meeting in November to continue the process.

Some of the issues involving the relationship between programs and referring professionals that warrant reiterating or clarifying are: dual relationships; marketing practices; compensation (including travel expenses, gifts, entertainment, etc.); and *quid pro quo* arrangements. The NATSAP Ethics Committee will also look at how to periodically review ethical principles with member programs and orient new members. NATSAP is planning another “Community Gathering and Discussion” on ethics in conjunction with the upcoming 2006 conference.

As part of the membership application process for new NATSAP members, and part of the renewal process for all current NATSAP member programs, executive directors sign a statement indicating that their organization “supports and follows” the NATSAP Ethical Principles. You can obtain a copy of the Ethical Principles from your Executive Director, or go to the NATSAP website [www.natsap.org](http://www.natsap.org).



OUTCOMES RESEARCH AND  
PERFORMANCE MEASUREMENT:  
THE NUMBERS ADD UP  
TO BETTER CARE  
2nd Annual Joint Commission National  
Conference on Behavioral Health Care:  
Focusing on Outcomes Research and Using Data

December 8-9, 2005 Le Meridien, Chicago, IL - NATSAP is proud to be a Supporting Organization for the Second Annual JCAHO Behavioral Health Care conference. An email was sent to you on October 18th advising you of the conference so that you could take advantage of the “early bird” registration fee and the hotel room rates. The presentations at this conference will focus on outcomes research where you will “learn how to bridge the gap between scientific theory and practice by incorporating outcomes research and results into your organization’s systems. A panel of distinguished speakers will demonstrate how research and performance measurement allow you to better identify treatment outcomes.” The presentations will teach you “how to bridge the gap between scientific theory and practice by incorporating outcomes research and results into your (program’s) systems.” The NATSAP Board of Directors believes that outcomes research should become a primary focus of our organization. We encourage you to attend this conference and sincerely hope we reached you in time to take advantage of the reduced rates.

NATSAP 2006  
“Foundations for Tomorrow”  
Conference Registration Deadlines

|              |                                                                                                                         |
|--------------|-------------------------------------------------------------------------------------------------------------------------|
| December 31  | Last Day to Reserve Hotel Room at Special NATSAP Conference Rate at Sheraton Sand Key Resort                            |
| January 6    | Last Day for Discounted Attendee Early Registration Rate                                                                |
| January 18th | Last Day for Pre-Conference Registration (registering after this date must be done at the conference registration desk) |

ETHICS

Since its inception, NATSAP has been concerned with defining pertinent ethical standards that member programs are expected to practice. During this past year, the subject of ethics, especially ethical principles governing the relationship between NATSAP programs and referring professionals, has been squarely in the forefront of frequent conversations.

Sensing a heightened interest in the topic, NATSAP scheduled “Ethics” as a theme for one of the “Community Gathering and Discussion” sessions at the annual conference in January, 2005. The program representatives and educational consultants who packed the room engaged in a spirited discussion that suggested the need for continuing a focused effort. Both the NATSAP Ethics Committee and the IECA Best Practices Committee have formulated action plans. The plans call for the respective committees to engage in a campaign to:

1. Review ethical standards pertaining to the relationship between programs and educational consultants.
2. Clarify or augment those standards where warranted.
3. Present any changes or additions to respective boards and memberships for approval.
4. Educate respective members concerning these ethical standards.

Toward this end, the NATSAP and IECA Committees have been working independently on their respective ethical principles. The two groups also met together this past May to compare notes and discuss areas of overlapping concern, and are planning a follow-up joint meeting in November to continue the process.

Some of the issues involving the relationship between programs and referring professionals that warrant reiterating or clarifying are: dual relationships; marketing practices; compensation (including travel expenses, gifts, entertainment, etc.); and *quid pro quo* arrangements. The NATSAP Ethics Committee will also look at how to periodically review ethical principles with member programs and orient new members. NATSAP is planning another “Community Gathering and Discussion” on ethics in conjunction with the upcoming 2006 conference.

As part of the membership application process for new NATSAP members, and part of the renewal process for all current NATSAP member programs, executive directors sign a statement indicating that their organization “supports and follows” the NATSAP Ethical Principles. You can obtain a copy of the Ethical Principles from your Executive Director, or go to the NATSAP website [www.natsap.org](http://www.natsap.org).



OUTCOMES RESEARCH AND  
PERFORMANCE MEASUREMENT:  
THE NUMBERS ADD UP  
TO BETTER CARE  
2nd Annual Joint Commission National  
Conference on Behavioral Health Care:  
Focusing on Outcomes Research and Using Data

December 8-9, 2005 Le Meridien, Chicago, IL - NATSAP is proud to be a Supporting Organization for the Second Annual JCAHO Behavioral Health Care conference. An email was sent to you on October 18th advising you of the conference so that you could take advantage of the “early bird” registration fee and the hotel room rates. The presentations at this conference will focus on outcomes research where you will “learn how to bridge the gap between scientific theory and practice by incorporating outcomes research and results into your organization’s systems. A panel of distinguished speakers will demonstrate how research and performance measurement allow you to better identify treatment outcomes.” The presentations will teach you “how to bridge the gap between scientific theory and practice by incorporating outcomes research and results into your (program’s) systems.” The NATSAP Board of Directors believes that outcomes research should become a primary focus of our organization. We encourage you to attend this conference and sincerely hope we reached you in time to take advantage of the reduced rates.

NATSAP 2006  
“Foundations for Tomorrow”  
Conference Registration Deadlines

|              |                                                                                                                         |
|--------------|-------------------------------------------------------------------------------------------------------------------------|
| December 31  | Last Day to Reserve Hotel Room at Special NATSAP Conference Rate at Sheraton Sand Key Resort                            |
| January 6    | Last Day for Discounted Attendee Early Registration Rate                                                                |
| January 18th | Last Day for Pre-Conference Registration (registering after this date must be done at the conference registration desk) |



BOARD OF DIRECTORS

John Santa, President  
Montana Academy

Sharon Laney, Vice-President  
Three Springs, Inc.

Craig LaMont, Treasurer  
Telos Residential Treatment

Cheryl Kehl, Secretary  
Second Nature

Michael Berrett  
Center for Change

Penny James  
Explorations

Gil Hallows  
Aspen Achievement Academy

James Meyer  
The Oakley School

John Mercer  
Mission Mountain School

Craig Rodabough  
Logan River Academy

Rosemary Tippet  
Three Springs, Inc.

Will White  
Summit Achievement

Paul Smith, Ex-Officio  
Catherine Freer Wilderness  
Therapy Expeditions

Kay Davison, Ex-Officio  
Educational Consultant

NATSAP OFFICE  
Jan Moss, Executive Director  
126 N. Marina, Ste. 2  
Prescott, AZ 86301  
Telephone: (928) 443-9505  
Fax: (928) 443-9507  
E-mail: info@natsap.org  
Web: www.natsap.org

NATSAP NEWS

The National Association of Therapeutic Schools and Programs

4TH QUARTER 2005

NATSAP WELCOMES NEW MEMBERS  
TO THE 2006 BOARD OF DIRECTORS

We welcome Richard Chorney from the Grove School; Dr. Karen Fitzhugh from King George School; and John Stewart from New Haven to the NATSAP Board of Directors. They join Dr. John Santa, President, Montana Academy; Sharon Laney, Vice-President, Three Springs; Will White, Secretary, Summit Achievement; Craig LaMont, Treasurer, Telos Residential Treatment, LLC; Dr. Michael Berrett, Center for Change; Gil Hallows, Aspen Achievement Academy; Penny James, Explorations; John Mercer, Mission Mountain School; James Meyer, Oakley School; Craig Rodabough, Logan River Academy; and Kay Davison, Ex-Officio.



**Richard Chorney, Grove School – President and CEO**  
Richard “grew up” in the world of Residential Treatment as a volunteer in a state sponsored Residential Treatment Center, eventually spending 14 years as a volunteer, Child Care Worker and finally achieving the position of Director of Child Care. Richard has a Bachelor’s Degree in Psychology, a Masters in Special Education and a Certificate in Psychiatric Administration. He also attended the Tavistock Institute for Group Relations. Richard has interests in art, architecture, sculpture, fitness, the Caribbean and hockey. He participated in the development of the NATSAP Ethical Principles. Richard has met many of the members and has a great deal of respect for them both personally and professionally. He relates to them not only as peers, but also, in many cases, as friends. Richard looks forward to helping support NATSAP as it grows both regionally and nationally and in helping to identify those areas where we can make the biggest difference.



**Dr. Karen Fitzhugh - Head of School, King George School** in Sutton, Vermont. Prior to her move to Vermont in May of 2004, Dr. Fitzhugh was the Executive Director of Girls’ Haven, a home for abused, abandoned and neglected girls, as well as the founder and Superintendent of The Ehrhart School for Arts and Athletics in Beaumont, Texas. Karen most recently presented at the NATSAP

Northeast Regional Conference on the survival of the King George School through Chapter 7 Bankruptcy. Dr. Fitzhugh holds a Ph.D. in Educational Psychology and Special Education from the University of California. Karen’s leadership through the bankruptcy demonstrated her commitment to the children we serve.



**John L. Stewart, LCSW, Clinical Director, New Haven**  
John graduated from Snow College with an Associates Degree, then attended Utah State University where he received his Bachelor’s, and then went on to Brigham Young University to earn his Masters of Social Work. He is an approved supervisor for interning social workers. John has been practicing in the mental health field for the past twelve years, specializing in healing a wide range of addictions, mood disorders, trauma-related disorders, and therapist training. He has also developed and managed Intensive Outpatient and General Outpatient Programs for Drug and Alcohol services. John worked five years as Clinical Director at a private, non-profit agency doing therapy, training interns and professionals, administering, and developing programs. He is fortunate to be married to a wonderful woman, with whom he has three sons. John loves to travel and be in the outdoors, camp with his kids, and is a geography wizard. He is a fantastic cook and is well-versed in Native American lore. John has been a volunteer at NATSAP conferences, has presented at NATSAP conferences and currently serves on the Regional NATSAP Board in Utah.

OUTGOING BOARD MEMBERS

Rosemary Tippet, a founding member of the NATSAP Board of Directors and a member of the Board for seven years announced in June of 2005 it would be her last year of service on the Board. For those of us who have served with her since that cold, sunny day in January 1999 in Albuquerque, her decision moved us to recall the tremendous contribution she has made to NATSAP. Rosemary’s intelligent, gentle style helped to establish the camaraderie of that first Board of Directors. She helped John Reddan lead us through the first NATSAP

| NATSAP NEWS                                                                         |
|-------------------------------------------------------------------------------------|
| IN THIS ISSUE...                                                                    |
| NATSAP WELCOMES NEW BOARD MEMBERS .....COVER                                        |
| OUTGOING BOARD MEMBERS .....COVER & PG. 2                                           |
| ANNUAL RENEWAL.....PG. 2                                                            |
| NATSAP WELCOMES NEW PROGRAM/ SCHOOL MEMBERS....PG. 2                                |
| NORTHEAST REGIONAL CONFERENCE .....PG .3                                            |
| FOUNDATIONS FOR TOMORROW .....PG. 3                                                 |
| ETHICS .....BACK COVER                                                              |
| JCAHO CONFERENCE INFO .....BACK COVER                                               |
| NATSAP PRESIDENT’S CORNER.....INSERT                                                |
| Highlight your membership by adding the NATSAP logo to your website                 |
|  |
| 4TH QUARTER 2005                                                                    |

conference when a hurricane forced a last minute postponement. She has served on every Conference Committee since that time and it is fitting that she is the co-chair of the 2006 Conference where we will honor the past. Rosemary has successfully chaired the Member Services Committee and will continue as co-chair. After all, we can’t let her get away entirely! Rosemary’s warm hospitality at our Atlanta Board meeting was extraordinary. Rosemary, thank you for your voice of reason and wisdom, your laughter and your positive nature.

Cheryl Kehl leaves the Board at the end of this term as well. She has served NATSAP as the Secretary of the Board of Directors and as a member of the Member Services Committee. In the two years Cheryl has served on the Board, she has provided insight and experience to the challenges faced by the Board. Cheryl also has a gift for hospitality and we thank her for the memorable moments she has given us. Cheryl, thank you for your contributions and for your easy-going style. ---*Jan Moss*

ANNUAL RENEWAL  
DEADLINE: JANUARY 31, 2006

The Annual Renewal for your NATSAP membership will be mailed on December 1<sup>st</sup>. You will note the deadline date of January 31, 2006 on every document in the Annual Renewal “packet.” This deadline **MUST** be met for your program / school to be included in the 2006 NATSAP directory. Our membership has grown extensively this year and will continue to grow. The volume of additions and changes to the directory makes a deadline necessary. We can no longer delay our schedules to accommodate the late submissions of dues and other required renewal documentation. Therefore, we ask that you give the Annual Renewal mailing a high priority and submit your dues and other documentation expeditiously. NOTE: If your dues are paid by your corporate office, you **MUST** return the other information by the deadline.

The Annual Renewal ”packet” will include a questionnaire on your accreditation and/or licensure and an acknowledgement of full compliance with the NATSAP Supplemental Principles of Good Practice (for Therapeutic Boarding Schools) and the Behavioral Support Management Guidelines for Therapeutic Schools, Therapeutic Programs and Outdoor Behavioral Health Programs. It is important these are returned with your updates to your directory page, a signed copy of the Ethical Principles, changes or additions to your Administrative Information and your dues by January 31, 2006. Alicia and I both

appreciate your cooperation in meeting this deadline. ---*Jan Moss*

WELCOME NEW MEMBERS

As of November 1<sup>st</sup>, thirty-eight programs / schools have joined NATSAP in 2005. Please join us in welcoming our newest members:

**Academy at Canyon Creek**  
Residential Treatment Center  
Springville, UT

**Betton House**  
Transitional Independent Living  
Scranton, PA

**Catamount Wilderness School**  
Outdoor Therapeutic Program  
Wilmington, NC

**Discovery Ranch**  
Residential Treatment Center  
Mapleton, UT

**Eckerd Youth Alternatives–E-HOW-KEE**  
Outdoor Therapeutic Program  
Brooksville, FL

**Eckerd Youth Alternatives–E-SUN-ALEE**  
Outdoor Therapeutic Program  
Deer Lodge, TN

**Kolob Canyon**  
Residential Treatment Center  
New Harmony, Utah

**Moonridge Academy**  
Residential Treatment Center  
Cedar City, UT

**National Deaf Academy**  
Residential Treatment Center  
Mt. Dora, FL

**Rosecrance Griffin Williamson Campus**  
Residential Treatment Center  
Rockford, IL

**Turning Winds**  
Therapeutic Boarding School  
Troy, MT

The Membership Committee has already started the review of applications for 2006 Membership and we welcome **Bromley Brook School** as the first new member in 2006. ---*Will White*

NATSAP NORTHEAST  
REGIONAL CONFERENCE

*Adam Tsapis, Summit Achievement*

The Second Annual NATSAP Northeast Regional Conference was a resounding success according to the over 70 attendees representing 19 programs and 7 educational consultants. In just one year, attendance has doubled! Audrey Peavey of New Horizons for Young Women and NATSAP board member Will White of Summit Achievement organized this September event on the rocky coast of Maine at The Colony Hotel in the seaside town of Kennebunkport.

As this was just the second NE Regional gathering, our primary focus was on community building and collegial networking. In addition to the many scheduled events including opening remarks from our conference coordinators, compelling keynote addresses from Thom Pollard, Karen Fitzhugh of King George School, and Dr. Lisa Machoian, and breakout sessions, there was still plenty of time for informal gatherings, a walk on the beach or a swim in the outdoor heated salt-water pool.

The conference kicked off with a traditional Downeast “all you could eat” lobster fest for the 50 attendees who arrived the night before. Many then gathered for informal “after hours” networking around the pub screens socializing and providing color commentary for the Red Sox Playoff game. After a gorgeous seaside breakfast and an invigorating warm up activity by Darrel Fraize, attendees heard from Thom Pollard, world traveler and award making filmmaker against the backdrop of his photographs of Mount Everest during his work on the Mallory and Irvine Research Expedition. Karen Fitzhugh, the driving force behind the King George School’s continuous operation throughout the Brown Schools bankruptcy followed with her inspiring story. After lunch Dr. Lisa Machoian spoke on the subject of her experience helping girls survive the desperation of their teenage years and her book [The Disappearing Girl: Learning the Language of Teenage Depression](#).

Facilitated Breakout Sessions included roundtable discussions for Educators, Admission Directors, Clinicians, Direct Care Staff, and Owners/Managers. Some of the collective outcomes were the desire for cooperative education and collaborative training opportunities, an appeal for members to participate in a consortium for outcome studies and for additional opportunities to gather in such a collegial atmosphere.

Thanks to Will White and Audrey Peavey for organizing the event.

Special thanks to Jan Moss, Rosemary Tippet, and our keynote speakers, Thom Pollard, Karen Fitzhugh, and Dr. Lisa Machoian.

Thanks also to our conference sponsors: Academy at Swift River, Adirondack Leadership Expeditions, Aildredge Academy, Bromley Brook School, Chamberlain School, Deckhouse School, Family Foundation School, Montcalm School for Boys, New Horizons for Young Women, Safe and Sound Youth Transportation, Inc., and Summit Achievement.

FOUNDATIONS FOR TOMORROW

Get ready for our 2006 *Foundations for Tomorrow* Conference at the Sheraton Sand Key Resort in Clearwater Beach, Florida, February 2 – 4! We cannot overlook the past when we focus on the Foundations for Tomorrow. Sharon Laney and Dr. John Santa will *Honor the Past and Recognize NATSAP’s Beginnings* when everyone gathers together at noon on February 2<sup>nd</sup>. You won’t want to miss this very special presentation.

We are fortunate to welcome as keynote speakers Dr. Larry K. Brendtro, Ph.D., founder of *Reclaiming Youth International* and Dean of Research and Training at *Starr Commonwealth* and Dr. Kevin McCauley, M.D., Director of Medical Education at *Sober Living By The Sea Treatment Centers*. Dr. Brendtro’s address, *Kids Who Outwit Adults*, will explore the “private logic” of adult-wary children and teens and will provide practical methods for reclaiming kids many see as unreachable. Dr. McCauley will address the question “*Is Addiction A Disease?*” covering the connection between research and the baffling behaviors in addicts. Our keynote speakers are generously being provided compliments of *Starr Commonwealth* (Dr. Larry Brendtro) and *Sober Living By The Sea* (Dr. Kevin McCauley). Thanks to both of these organizations for their generosity.

Dr. Jared Balmer, Ph.D. is the recipient of the 2006 NATSAP Leadership Award. It is fitting that Dr. Balmer receives this year’s award as we look back at NATSAP’s beginnings and build the foundations for tomorrow. He played a key role in the development of the NATSAP Principles of Good Practice and the Behavioral Management Guidelines. He has been a “behind the scenes” contributor to, and a supporter of, the work that has been done within the organization since its inception. Everyone who knows Dr. Balmer has benefited from his years of experience and his willingness to share his wealth of knowledge with everyone in the industry.

We look forward to seeing you and sharing the sun, the sea, the beach and the outstanding presentations that your colleagues and peers will be offering. Your 2006 Conference “Hosts”: *Sharon Laney, Rosemary Tippet, Alicia Arteaga and Jan Moss*

| NATSAP NEWS                                                                                                                                                                                                                                                                                   |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| “If you have knowledge, let others light their candles in it.”<br><br><i>Margaret Fuller</i>                                                                                                                                                                                                  |
|                                                                                                                                                                                                            |
| <b>NATSAP Vision Statement</b><br>Our vision is a nation of healthy children. We are the voice inspiring, nurturing, and validating the courageous work of our schools and programs                                                                                                           |
| <b>NATSAP Mission Statement</b><br>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. |
| 4TH QUARTER 2005                                                                                                                                                                                                                                                                              |

NATSAP NEWS

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  
126 N. Marina, Ste. 2  
Prescott, AZ 86301  
Phone: (928) 443-9505  
FAX: (928) 445-9507  
E-mail: info@natsap.org  
Web: www.natsap.org

SPRING 2005

NATSAP BOARD OF DIRECTORS  
SET GOALS CON’T...

The Committee will increase the number of press releases and develop a press release template for our members. In addition to Michael Berrett, the Public Relations Committee has the expertise of Kimball DeLaMare (Island View), Clinton Dorny (SUWS Adolescent and Youth Programs), Brad Gerrard (Universal Health Services), Penny James-Riddell (Explorations), Sarah Moir (Catherine Freer), Paul Smith (Catherine Freer), and Richard Williams (Three Springs).

Education/Standards

John Mercer, Chair, reported the work has been completed on accreditation of therapeutic schools through JCAHO and that the committee will host a workshop on how to get started with the process of JCAHO accreditation. The Education/Standards committee will also conduct a second education survey; develop common definitions of academic services provided by NATSAP programs; develop recommendations for educational practices in NATSAP programs with a non-academic orientation and work with national and regional accrediting agencies to develop accreditation standards specific and friendly to NATSAP programs.



The Education/Standards Committee has drawn lots of interest and has grown to include the following members: Rick Buening (Academy at Sisters), Sharon Bitz (Mount Bachelor), Norman Elizondo (Aspen Achievement Academy), Kirk Farmer (Logan River Academy), Joe Gubbins (Spring Ridge Academy), Brent Hall (Discovery Academy), Lorri Hanna (Soltreks), Laurie Laird (New Haven), Will Laughlin (Aulderm Academy), James Meyer (Oakley School), Pam Nielsen (Cedar Ridge), Sid Parham (Family Foundation School) Chuck Pearce, Carol and John Santa (Montana Academy), and Kenneth Steiner (John Dewey Academy).

Ad Hoc Committees

Penny James-Riddell will chair a study group to provide a definition of “home based” programs and to review the existing NATSAP Principles of Good Practice to determine if any modifications and/or changes need to be made specifically for these programs.



NATSAP  
National Association of Therapeutic  
Schools & Programs  
126 N. Marina, Ste. 2  
Prescott, AZ 86301

TO:

NATSAP NEWS

The National Association of Therapeutic Schools and Programs

SPRING 2005



BOARD OF DIRECTORS

John Santa, President  
Montana Academy

Sharon Laney, Vice-President  
Three Springs, Inc.

Craig LaMont, Treasurer  
Telos Residential Treatment

Cheryl Kehl, Secretary  
Second Nature

Michael Berrett  
Center for Change

Penny James-Riddell  
Explorations

Gil Hallows  
Aspen Achievement Academy

James Meyer  
The Oakley School

John Mercer  
Mission Mountain School

Craig Rodabough  
Logan River Academy

Rosemary Tippet  
Three Springs, Inc.

Will White  
Summit Achievement

Paul Smith, Ex-Officio  
Catherine Freer Wilderness  
Therapy Expeditions

Kay Davison, Ex-Officio  
Educational Consultant

NATSAP OFFICE

Jan Moss, Executive Director  
126 N. Marina, Ste. 2  
Prescott, AZ 86301  
Telephone: (928) 443-9505  
Fax: (928) 443-9507  
E-mail: info@natsap.org  
Web: www.natsap.org

NATSAP NEWS

ROBERT COOLEY RECEIVES  
2005 NATSAP LEADERSHIP AWARD

Robert Cooley, PhD, founder of Catherine Freer Wilderness Therapy Expeditions located in Albany, Oregon, was awarded the NATSAP Leadership Award at the National Association of Therapeutic Schools and Programs (NATSAP) 2005 “Working Together” Conference in Tucson, Arizona. Kimball DeLaMare, Island View and recipient of the 2004 NATSAP Leadership Award, presented the award to Dr. Cooley.



From left: Robert Cooley, 2005 Leadership Award Recipient & Kimball DeLaMare, presenter

Dr. Cooley was recognized for exemplifying NATSAP’s mission and values, and for his contributions and commitment to the adolescent treatment industry as a whole. Dr. Cooley has driven the industry’s outcome research and is a founding member and president of the Outdoor Behavioral Healthcare Industry Council.

Dr. Cooley is dedicated to excellence and due to this commitment, Catherine Freer Wilderness Therapy Expeditions was selected to participate in the Joint Commission on Accreditation of Healthcare Organization’s (JCAHO) Shared Visions-New Pathways test pilot project, an initiative designed to sharpen the focus of the accreditation process with an emphasis on the safety and quality of patient care. To further exemplify his commitment to excellence, Catherine Freer was selected in 2003 as one of the nation’s top teen drug treatment providers by Drug Strategies, a Washington, DC-based non-profit research institute.

In accepting the award, Dr. Cooley spoke warmly of the woman who shared his dream of establishing a wilderness treatment program for adolescents and for whom his wilderness program is named.

Joining the NATSAP members and attendees of the conference in congratulating Dr. Cooley were his wife, Ingrid and son, Bjorn.

Dr. Cooley earned his PhD in counseling psychology from the University of Oregon in 1979 and has specialized in family and adolescent therapy. Dr. Cooley and his wife Ingrid, a family therapist, live in Albany where the main focus of life has been raising four children.

VOLUNTEER AWARDS

At the heart of NATSAP’s success is the work and efforts of the people who volunteer on our committees. Among the accomplishments of the committees have been the establishment of the ethical principles and standards; reviewing membership applications, and determining the services our organization can provide to benefit our members.

This year, the NATSAP Board of Directors presented Volunteer Awards to individuals who were major contributors in 2004 to the committees on which they served. The awards went to Will Laughlin of Aulderm Academy and Amy Jeppesen, formerly of New Haven for their work on the Membership Committee and to Laurie Laird of New Haven and Pam Nielsen of Cedar Ridge RTC for their work on the Education/Standards Committee.

“A leader is someone who steps back from the entire system and tries to build a more collaborative, more innovative system that will work over the long term.”

---Robert Reich

| NATSAP NEWS                                                                         |                        |
|-------------------------------------------------------------------------------------|------------------------|
| IN THIS ISSUE...                                                                    |                        |
| NATSAP LEADERSHIP AWARD RECIPIENT.....                                              | COVER                  |
| VOLUNTEER AWARDS.....                                                               | COVER                  |
| A NOTE FROM DR. MICHAEL GASS.....                                                   | PG. 2                  |
| APPOINTMENT OF NATSAP EXECUTIVE DIRECTOR....                                        | PG. 2                  |
| NATSAP BOARD OF DIRECTORS SET GOALS .....                                           | PGS. 2, 3 & BACK COVER |
| UTAH REGIONAL CONFERENCE ..                                                         | INSERT (FRONT)         |
| PICTURES FROM 2005 CONFERENCE .....                                                 | INSERT (BACK)          |
| Highlight your membership by adding the NATSAP logo to your website                 |                        |
|  |                        |
| SPRING 2005                                                                         |                        |

**A NOTE FROM DR. MICHAEL GASS, EDITOR, JOURNAL OF THERAPEUTIC SCHOOLS & PROGRAMS (JTSP)**

Efforts are underway toward the publication of the first issue of the Journal of Therapeutic Schools and Programs (JTSP). Submissions are coming in and reviewers are currently being assigned to begin the peer review selection and editing process. Our “journey” has begun and we are eagerly anticipating our first “arrival” this Fall.

Key to our current, as well as continuing, success are NATSAP members. Please take the time to consider sharing your professional practices with your colleagues, or encourage others to submit materials you think might be of value to others. The JTSP Editorial Board is seeking to produce a high quality product, but in the process striving to instill a supportive feedback process to assist even the most “doubting writers” who have something to share. Certainly e-mailing or calling Keith Russell (Associate Editor) or me to discuss your ideas is welcome.

One process that has worked well for several authors is to transform a NATSAP presentation to publication. Several writers are in this process, taking 2004 or 2005 workshops and working with an editorial board member to craft a manuscript. Consider this process and other professional endeavors (e.g., presentations you provide for different audiences) as a beginning source of a journal article.

One article we are looking to promote is a descriptive article on the current and past developments of NATSAP. The Board is currently reviewing an on-line survey being created for members to complete. When approved, look for your invitation to complete this survey (prizes may even be awarded! :-)). An article crafted by John Santa and Jan Moss combined with this information will serve as a fitting “cornerstone” for the first issue this Fall.

As always, please contact me if you have any questions. Best of continued professional success and I’m looking forward to this “journey” together.

**Michael A. Gass, Ph.D.**  
Editor, Journal of Therapeutic Schools and Programs  
Professor, School of Health and Human Services  
University of New Hampshire  
Durham, NH 03824

Office phone: (603)-862-2024  
Fax number: (603) 862-0154  
email address: [mgass@unh.edu](mailto:mgass@unh.edu)

**JAN MOSS APPOINTED AS EXECUTIVE DIRECTOR OF NATSAP**

Dr. John Santa, President of the National Association of Therapeutic Schools and Programs, announced the appointment of Jan Moss as Executive Director of NATSAP at the 2005 Annual Meeting of the association in Tucson, Arizona. Jan had been acting as Interim Executive Director during the Board’s nationwide search to permanently fill the position. After an extensive search, the Board identified Jan as the candidate who would be able to create a strong infrastructure for continued growth of the organization.

Jan brings with her many years of administrative and managerial experience. She began her career at Motorola, Inc where she served in many capacities in Human Resources, Finance, and Marketing before focusing on Information Technology. Jan held the position of Director of Information Technology at SEMATECH, a semiconductor consortia comprised of personnel and managers from the major semiconductor companies in the United States, Europe and Asia. In 1998, she left SEMATECH to become the Executive Director at Spring Ridge Academy in Arizona where she worked for the past six years. During her time at Spring Ridge Academy, Jan became heavily involved with, and committed to, the development of NATSAP and served as a founding member of the Board of Directors.

**NATSAP BOARD OF DIRECTORS SET GOALS**

The Annual Planning Meeting of the NATSAP Board of Directors was held in Salt Lake City in early March. The Board acknowledged the changes in the last year demonstrated the maturing of the organization. The creation of the committees gave people ownership of the organization, helped our members become more aware of benefits and encouraged an increase in membership. Dr. John Santa, Board President, recognized the Board has moved from a Board that discusses to a Board that produces. The Board is aware their biggest challenge is to maintain open communications to keep our members connected with the organization. Each committee, chaired by a director on the NATSAP Board, reviewed their accomplishments for 2004 and together with the other directors set their goals and plans for 2005 and beyond.

**THANK YOU FOR YOUR SUPPORT!**  
**OVER 600 PEOPLE WERE IN ATTENDANCE AT THIS YEAR’S CONFERENCE.**

**MARK YOUR CALENDARS! THE 2006 CONFERENCE IS FEB. 2-FEB. 4, 2006 AT THE SHERATON SAND KEY RESORT IN CLEARWATER, FLORIDA**

**NATSAP BOARD OF DIRECTORS SET GOALS CON’T...**

**Finance**  
The Finance Committee, chaired by Craig LaMont, Treasurer was chartered with establishing a reserve fund for emergencies and a reserve fund for quality improvement. They were asked to maintain conservative financial management practices and to conduct an annual review to maintain membership dues reasonable and fair. The committee will support or develop alternative income streams to support NATSAP’s mission and will efficiently assist local chapters with financial management. The Finance Committee is comprised of Dane Klay (RedCliff Ascent), Margie Lannon (Summit Achievement), Alan Satterlee (Northwest Passages) and Glen Zaug (Heritage Schools)

**Membership**  
The Board reviewed the Supporting Membership category and suspended this membership category until the Membership Committee considered establishing “patron” and “allied professional” affiliations with NATSAP, developing a definition for each affiliation and a code of ethics for individuals similar to the NATSAP Ethical Principles. The Board further chartered Will White, Chair and the Committee with reviewing the current program types and their definitions with recommendations on refining and/or revising them; developing a list of accrediting bodies that NATSAP accepts as licensure and accreditation and to consider if the accrediting or licensing body does site visits and follows standards similar to NATSAP Principles of Good Practice; and reviewing the current types of membership (Full, Associate, Provisional) and the requirements for each. The Membership Committee is comprised of Jan Ellison (LaAmistad), Will Laughlin (Aulderm Academy), Sid Parham (Family Foundation School), Craig Rodabough (Logan River Academy) and Erick Scheiderman (Bridges Academy)

**Ethics**  
Gil Hallows, Ethics Committee chair, reported the committee is working with the IECA Special Needs Committee to discuss and establish a set of standards on which both IECA and NATSAP can agree for presentation to their individual memberships. The Board chartered the committee with developing an orientation for our member marketing representatives to present these ethics and a new member orientation to review what it means to be a NATSAP member. They were asked to explore the edges between marketing and ethics in working with referring professionals. Ken Huey (Provo Canyon), Penny James-Riddell (Explorations), John Mercer (Mission Mountain), James Meyer (Oakley School), Paul Smith (Catherine Freer) and Will White (Summit Achievement) comprise the Ethics Committee.

**NATSAP BOARD OF DIRECTORS SET GOALS CON’T...**

**Member Services**  
Although the Member Services made great strides in providing the NATSAP membership increased benefits, Rosemary Tippet, committee chair, acknowledged the committee’s work was far from complete. In agreement, the Board chartered the committee with identifying tangible vs. intangible benefits. The committee will also provide recommendations to make the member website more valuable to a wider variety of member staff and to provide the information or the means of obtaining information for posting on the site. They will explore a Frequently Asked Questions (FAQs) section on the website with a panel of experts to respond to questions. They are to consider the concept of a NATSAP “champion” at each of our member programs to facilitate communication and distribution of information regarding NATSAP. Joining Rosemary on the Member Services Committee are Jeff Anderson (Center for Change), Julie Brown (Gateway Academy), Kathleen Hagerty (Provo Canyon), Mary Hickey (Spring Ridge Academy), Cheryl Kehl (Second Nature), Sharon Laney (Three Springs), Paula Leslie (Aspen Achievement), Audrey Peavey (New Horizons), Angie Senic (Alldredge Academy), Paul Smith (Catherine Freer), and Richard Williams (Three Springs).

**Public Relations**  
Michael Berrett, Chair, reported the plans for a committee planning meeting on May 11 and 12 in Denver, Colorado to develop the charter of the committee and to move towards the following outcomes:

1. Defining NATSAP, what we do, key points a consumer needs to know about NATSAP for the development of a NATSAP brochure;
2. Reviewing the recent analysis of the NATSAP website and developing a plan to enhance it;
3. Developing a plan to improve and support the NATSAP newsletter; and
4. Working with the Member Services Committee to develop an internal marketing plan.

The Public Relations Committee was chartered with increasing our national presence, increasing our alliance with professional organizations and our presence at national conferences. The committee will focus on website improvements including increasing the website search hits and improving the understanding of who NATSAP is. A plan will be developed to address negative Internet publicity. The NATSAP newsletter will be improved to increase distribution.

NATSAP NEWS

**NATSAP’s Utah Regional Conference**

**“Treating Adolescents: In Pursuit of Best Practices”**

Friday, June 24, 2005

Utah Boys Ranch Campus  
Salt Lake City, Utah

**WATCH YOUR MAILBOX FOR THE NATSAP 2005 DIRECTORY**

**COMING THIS SPRING!**

**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.

SPRING 2005

# 2005 NATSAP SIXTH ANNUAL NATIONAL CONFERENCE



The 2005 NATSAP Sixth Annual National Conference “Working Together” will be held at the Starr Pass Marriott Resort and Spa in Tucson, Arizona January 27 – 29, 2005. Chair, James Meyer (Oakley School).

## Keynote Speakers

**Robert Evans**, author of *Family Matters: How Schools Can Cope With The Crisis of Childrearing* and *The Human Side of Change: Reform, Resistance and the Real-Life Problems of Innovation*.

**Dan Garvey**, President of Prescott College, joins us to share his insights.

The recipient of the NATSAP Leadership Award will share his/her wisdom and knowledge with us.

In addition to the regular informative sessions, this year we are adding exciting new activities to our lineup that are sure to enhance your conference experience. These activities include preliminary workshops held on Wednesday, January 26<sup>th</sup> and a slate of roundtable discussions held on Saturday, January 29<sup>th</sup>. Watch our website for further details and registration.

## Wednesday, January 26<sup>th</sup> workshops are:

Critical Incident Response AND Risk Management

There will be an additional charge for these workshops, which will be four hours in length.

## Saturday, January 29<sup>th</sup> roundtable discussion topics are:

- o Teaching industry-wide boundaries. We all know what isn't appropriate, yet what is appropriate?
- o How do we retain quality staff?
- o How do we say goodbye to a kid who is no longer appropriate for our facility?
- o Think tank on lowering costs for families and kids to make our resources more available to a larger population.
- o Collaborating with consultants and referral sources to set and keep limits with parents.
- o Using the past, let's predict the challenges we will face in the near future, and find ways to meet these new challenges.

Start thinking now about which of these topics spark your passion and be sure to bring your ideas and comments for participation in these lively discussions.

The Call for Papers has resulted in a multitude of excellent selections. This conference promises to be an exceptional learning experience.

And, there will be fun to be had at this new five-star resort. Be prepared to enjoy the beauty of this hotel and all of its offerings. There is plenty of space for intimate gatherings inside or out. The hotel promises to be spectacular with beautiful views of the desert, mountains and city lights.

Tucson offers a multitude of activities ranging from the Starr Pass Golf Club to hiking and biking trails in the Tucson Mountain Park. Horseback riding, desert jeep adventures, the Desert Sonora Museum and Old Tucson offer more options. So come early, stay late and enjoy the beauty of the Arizona desert.

Parking at the hotel will be valet service only, but there are various options for transportation from/to the airport, which is just 20 minutes away. Information will be included in the schedule and registration package.

**BOOK YOUR ROOMS EARLY.** Starr Pass Marriott Resort and Spa is nestled in the foothills of the Tucson Mountain Park placing it some distance from any other hotels. Rates are \$175 single or double. Deadline for room block is Dec. 24, 2004.



**Starr Pass Marriott Resort & Spa** ♦ West Starr Pass Boulevard ♦ Tucson, Arizona 85745  
Phone: 800-228-9290 ♦ Web: [www.starrpassmarriott.com](http://www.starrpassmarriott.com)

**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  
126 N. Marina, Ste. 2  
Prescott, AZ 86301  
Phone: (928) 443-9505  
FAX: (928) 445-9507  
E-mail: info@natsap.org  
Web: www.natsap.org

**NATSAP  
2006  
NATIONAL  
CONFERENCE**  
**“Foundations  
for Tomorrow”**  
**Feb. 2-4, 2006**  
**Sand Key Resort**  
**Clearwater, FL**

## FIRST SOUTHERN UTAH REGIONAL NATSAP CONFERENCE

The first conference to be held in Southern Utah is scheduled for September 16<sup>th</sup> at the Holiday Inn in St. George. The conference is co-chaired by Brent Hall of Discovery Academy and Ben Harris of SunHawk Academy. This conference was scheduled earlier in 2005, but the weather had different ideas in mind. After a great deal of flooding, the mayor asked that we postpone the conference. The area has recovered and we are now a “go”. The conference will begin with a keynote address from Jeff Smith, Logan River, and the NATSAP Utah Regional President. Twelve breakout sessions will be held throughout the day with a break for a conference-sponsored lunch.

## ANOTHER SUCCESSFUL REGIONAL NATSAP CONFERENCE

*Michael E. Berrett, PhD, Conference Chair  
Center for Change*

Friday, June 25<sup>th</sup>, 2005 was a beautiful day, and a fitting day for the Utah Regional NATSAP Conference. The conference was chaired by staff from Center for Change, and hosted by Utah Boys Ranch / Westridge Academy.

The facilities, campus, logistics, and food were excellent, capped by a panoramic view of the Wasatch Mountains with snowfields in view. The hosting was a definite highlight, and the keynote addresses denoted well the theme of the conference: “Best Practices.”

IECA Board Member and Education Consultant, Tim Lee, gave a “no-nonsense,” straightforward, and thought provoking presentation on ethics and its role in the relationships between education consultants and treatment programs.

Drs. Ellen Behrens and Tracine Smoot created a relevant and specific presentation for NATSAP programs on “Evidence-based Practice in Adolescent Residential Care. Participants who already do evidenced-based care, learned more tools to improve what they are already doing. Those who don’t practice evidence-based treatment, were inspired to do so, and given some practical starting points.

In addition to the keynote addresses, there were 21 quality presentations offered that day in concurrent sessions. Participants had much to choose from, and there were offerings for all: administrators, educators, clinicians, and direct-care staff. Attendees found everything, from the importance of “Therapeutic Mojo” to dealing with “I hate you - don’t leave me.” The presenters and presentations were “top notch.”

## ANOTHER SUCCESSFUL REGIONAL NATSAP CONFERENCE CON’T.

Despite the busy time of summer vacation for many would-be-attendees, we still had a respectable showing of 192 registered participants at the conference. All in all, it was a great conference in the “non-marketing” atmosphere, which is the NATSAP tradition. As hosts for the conference we learned a lot about what worked well and what we would do differently next time. We would be happy to share our learning with any who are blessed with the task of putting on a professional conference. Don’t hesitate to give us a call.

To those who attended, and for those who were not able to attend but were there in spirit - thanks for

your support! We learned again, that it is truly the participants, both NATSAP members and others as well, who make a conference successful. With sincerity and gratitude we send our thanks!

Please join us in looking ahead with positive anticipation towards the next Utah Regional NATSAP Conference.



## NATSAP Mailing Schedule October – December, 2005

Watch your mail for these important events. Your prompt response to each mailing is greatly appreciated!

|                            |                                                                                                         |
|----------------------------|---------------------------------------------------------------------------------------------------------|
| October 1 -<br>October 14  | Nominations for<br>NATSAP Board of<br>Directors                                                         |
| October 18 -<br>October 31 | NATSAP Board<br>of Directors Election                                                                   |
| November 1                 | 2006 NATSAP<br>“Foundations for<br>Tomorrow” Registration                                               |
| December 1                 | Annual Renewal<br>“Packet”<br><i>Deadline for inclusion in<br/>2006 Directory:<br/>January 31, 2006</i> |

# NATSAP NEWS

## The National Association of Therapeutic Schools and Programs

SUMMER 2005

## MONTANA LEGISLATORS PASS HOUSE BILL 628

*Penny James, Explorations*

Programs across the state of Montana recently united to pass ground-breaking legislation pertinent to therapeutic schools and programs statewide. In a nearly 6 month campaign, programs of different models, size, and perspective joined forces to educate Montana legislators about the components of House Bill 628. Program owners and employees, lobbyists, students and parents joined forces to teach Montana legislators about therapeutic programs and the life-changing impact such programs have on the students who attend, their families, the staff members that serve those families and the communities in which these facilities exist. Montana stood as one of the last spots in the nation where licensure, registration, and other regulatory components were not integrated into the state level government for all the different facilities statewide.

HB 628, sponsored by Representative Paul Clark and Senator Jim Elliott and supported by programs, was signed into law on April 19, 2005. Representative Clark and Senator Elliott hail from Sanders County in Montana – an area ‘rich’ with programs that serve troubled youth. Representative Clark, in fact, is the owner of a small outdoor program for youth at risk. The fruition of this bill becoming law was not without considerable efforts on the behalf of program and school personnel statewide.

HB 628 proposes a new prototype of regulation and launches Montana into a process not seen by any other state in the nation. The fundamental shift in this law versus other regulatory bodies nationwide is the establishment of a state board (Board of Private Alternative Adolescent Residential or Outdoor

Programs) which will implement a registration process for programs and will further study current regulations, industry standards, and the quality of alternative adolescent residential and outdoor care in the state. The state board will then report to the legislature in 2007 regarding potential licensure requirements.

The state board will be comprised of five members and each will be appointed by Governor Brian Schweitzer. Board members will consist

of three representatives from programs and two members of the general public. The composition of this board will insure input from those in the field and will provide the necessary ‘check and balances’ with outside contribution.

This board will fall under the jurisdiction of the Department of Labor and Industry – another break from the customary oversight seen in other states. Outside parties, including the state Department of Public Health and Human Services, stood in opposition to the bill favored by programs and stated a position that those who work in programs might not be able to provide the objectivity needed to insure quality of care.

Montana is, in many ways, a perfect place for such ground-breaking legislation. It is a Montana tradition to support licensing and regulations which are monitored by those engaged in the field. Montana programs are diverse in nature and many talented and nationally respected practitioners and professionals call Montana their home.

*Article Continued on Page 2 ----->*



## BOARD OF DIRECTORS

*John Santa, President*  
Montana Academy

*Sharon Laney, Vice-President*  
Three Springs, Inc.

*Craig LaMont, Treasurer*  
Telos Residential Treatment

*Cheryl Kehl, Secretary*  
Second Nature

*Michael Berrett*  
Center for Change

*Penny James-Riddell*  
Explorations

*Gil Hallows*  
Aspen Achievement Academy

*James Meyer*  
The Oakley School

*John Mercer*  
Mission Mountain School

*Craig Rodabough*  
Logan River Academy

*Rosemary Tippet*  
Three Springs, Inc.

*Will White*  
Summit Achievement

*Paul Smith, Ex-Officio*  
Catherine Freer Wildemess  
Therapy Expeditions

*Kay Davison, Ex-Officio*  
Educational Consultant

**NATSAP OFFICE**  
*Jan Moss, Executive Director*  
126 N. Marina, Ste. 2  
Prescott, AZ 86301  
Telephone: (928) 443-9505  
Fax: (928) 443-9507  
E-mail: info@natsap.org  
Web: www.natsap.org



*Representative Paul Clark Governor Brian Schweitzer Senator Jim Elliott Mary Alexine Chrysalis*

| NATSAP NEWS                                                                         |                 |
|-------------------------------------------------------------------------------------|-----------------|
| IN THIS ISSUE...                                                                    |                 |
| MONTANA LEGISLATORS PASS HOUSE BILL 628.....                                        | COVER & PG. 2   |
| UTAH REGULATORY CHANGES.....                                                        | PGS. 2 & 3      |
| MEMBERSHIP COMMITTEE NEWS.....                                                      | PG. 3           |
| SOUTHERN UTAH CONFERENCE INFO...                                                    | BACK COVER      |
| UTAH REGIONAL CONFERENCE - A SUCCESS!                                               | .....BACK COVER |
| NATSAP PRESIDENT'S CORNER.....                                                      | INSERT          |
| Highlight your membership by adding the NATSAP logo to your website                 |                 |
|  |                 |
| SUMMER 2005                                                                         |                 |

### MONTANA LEGISLATORS PASS HOUSE BILL 628 CON’T.

There are twelve NATSAP member programs in Montana with three Montanans serving as current directors on the NATSAP Board. Some Montana facilities already fall under differing accreditation standards which require regular inspections to ensure high standards of care. Lastly, alternative residential and outdoor youth care facilities often contribute to Montana in other ways: they are environmentally friendly, non-extractive, and are most often located in rural areas which bolster the local economy.



*Penny James-Riddell, Explorations*

*John Mercer, Mission Mountain*

*Patrick McKenna, Monarch School*

Since HB 628 was signed into law, the Association of Montana Alternative Adolescent Private Programs (MAAPP), Inc. was formed by program and school personnel in the state. The mission of MAAPP is to “...enhance the standard of care, credibility, economic viability and stature of private alternative adolescent programs and schools within the state of Montana through education, advocacy, information and support for its members.” MAAPP Board members include NATSAP members John Mercer, Mission Mountain School, President; Penny James, Explorations, Secretary; and Linda Carpenter, Star Meadows at Hope Ranch, Treasurer. Also on the Board are Representative Paul Clark, and Jacqueline Rutzke, Spring Creek Lodge Academy. The Association of MAAPP has developed goals and objectives, ratified by its members, which include acting as a resource for the industry and an advocate to the state Board of Private Alternative Adolescent Residential or Outdoor Programs. Montana programs continue to demonstrate their commitment to collaboration, consensus, and education of those both within and outside the industry through the efforts of MAAPP.

### MONTANA LEGISLATORS PASS HOUSE BILL 628 CON’T.

Montana has a reputation of doing things in a distinct and innovative fashion. That is because Montana itself is unique – both culturally and geographically. Therapeutic programs and schools across Montana contribute to the one-of-a-kind character of the state by serving youth from across the nation with Montana’s rich resources. Hundreds of struggling youth benefit from Montana’s character which is perfectly suited for self-exploration. The passage of HB 628 provides the opportunity for programs to continue to be creative and pioneering while ensuring a voice in regulations that will impact their students’ well-being, safety and quality of care during time spent in a state known as “The Last Best Place”.

#### NATSAP INSTRUMENTAL IN UTAH REGULATORY CHANGES

*Kimball DeLaMare, Island View RTC*

The summer of 2004 was a dicey time if you were in the residential treatment business in Utah. Angry citizens reacting to a tragic death stemming from the aggressive actions of a troubled youth in a program were combining resources with another group of citizens dead set on enacting legislation to keep a sex offender program out of their community. Certain legislators unfamiliar with our industry were discussing proposals that could severely limit a program’s ability to function while penalizing “good providers” in the interest of safeguarding the public from any who may run more risky enterprises.

Within the State Office of Licensing there were concerns as to how to interpret regulatory guidelines as programs evolved to better meet client needs. Behavioral definitions related to what constitutes a “time out”, or other such interventions were open to a variety of interpretations, creating some confusion and risk for providers and consumers. Although Utah is a noted leader in terms of regulatory oversight, standards were in need of revision, including additional categorical definitions and procedural clarification.

Independent of each other, several NATSAP programs began to be involved. From early discussions an ad hoc group hosted first by Provo Canyon School, and subsequently, by the Heritage School banded together to examine issues, develop proposed enhancements to existing standards, and ultimately meet with Licensing Officials to present their findings. From those workgroups the Office of Licensing, directed by Ken Stettler, was able to advise key legislators, meet with

### NATSAP INSTRUMENTAL IN UTAH REGULATORY CHANGES CON’T.

**the Attorney General’s office, and ultimately craft** legislation that passed into law in the Spring of 2005 and is now developing standards in conjunction with NATSAP and other providers in Utah.

So what came of all these efforts?

- NATSAP programs including the Oakley School, Cedar Ridge and Discovery Academy along with Robin Stephens of Aspen Education Group and three other programs have just completed the final drafts of the new Therapeutic Boarding School standards which will allow greater flexibility in step down programming.
- Increased requirements for owner and supervisor competency to safeguard against untrained entrepreneurs attempting to establish substandard programs.
- The option for local communities to employ licensing specialists trained and overseen by the state office, to assure local communities of personal oversight if desired. Although this provision could be problematic, depending upon how a locality decides to participate, it appears there are sufficient safeguards to restrict reactive or politicized actions on the part of a community.
- A consensus as to how to deal with eighteen year olds who want to remain in settings that typically serve minors without needing formal, individual variance for each and every case. It appears that programs will first submit specific procedures as to housing, assurance of rights, programming, and other concerns related to the continued stay of eighteen year olds and these will be audited annually once approved.
- Adoption of behavioral management definitions and policies as provided to the state by NATSAP. These procedural guidelines were initially authored by Jared Balmer of Island View who also sits on the national advisory board of the Joint Commission on Accreditation of Health Care Facilities (JCAHO). These guidelines were subsequently approved by NATSAP membership after board review. They will greatly aid in the prevention of abusive and punitive practices that compromise treatment and prejudice the public.
- The installation of Jeff Smith of Logan River Academy on the Licensing Review Board as an industry representative. Jeff is also heading up the Utah Region of NATSAP which is the first local region to formally organize.

### NATSAP INSTRUMENTAL IN UTAH REGULATORY CHANGES CON’T.

Although there is more to come we are excited by the collaborative relationships NATSAP has been able to develop with the state. We look forward to further enhancements of state policies and guidelines to protect the public while delivering effective care.

*Note: Kimball DeLaMare, past president of NATSAP was instrumental in coordinating NATSAP efforts related to the proceeding article. He notes that a majority of the Utah members of NATSAP were involved in this remarkable process.*

#### NEWS FROM THE MEMBERSHIP COMMITTEE

*Will White, Committee Chair*  
*Summit Achievement*

The committee has been busy since the first of the year reviewing a multitude of applications for membership. At the end of 2004, NATSAP had 128 members. Of that number, 118 members renewed their membership for 2005. Sixteen applications had been reviewed and accepted for membership in late 2004, so by the time January 31<sup>st</sup> arrived, we had increased our membership to 134. These new members were welcomed during our 2005 Annual Meeting in Tucson.

Since that time we have reviewed an additional 10 applications and are pleased to welcome the following programs into NATSAP, bringing our membership to 150.

Copper Hills Youth Center  
Coral Reef Academy  
Daybreak Behavioral Resources  
F.L. Chamberlain School  
La Europa  
Optimum Performance Institute  
Three Rivers Montana  
Transitions Galveston Island  
Waterman Academy  
Willow Creek School

The membership committee includes the following individuals: Amy Jeppesen of La Europa Academy, Steve Nielsen of Willow Creek School, Sid Parham of the Family Foundation School, Eric Scheiderman of Bridges Academy, Will Laughlin of Auldern Academy and Jan Ellison, formerly of LaAmistad. We appreciate the time and energy this committee puts into reviewing new member applications as well as making recommendations to the NATSAP Board. We would like to thank them and their programs for supporting the NATSAP mission.

| NATSAP NEWS                                                                                                                                                                                                                                                |  |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| UPCOMING CONFERENCES                                                                                                                                                                                                                                       |  |
| NATSAP's 1st Annual Southern Utah Regional Conference                                                                                                                                                                                                      |  |
| Friday, Sept. 16, 2005                                                                                                                                                                                                                                     |  |
| St. George Holiday Inn<br>St. George, Utah                                                                                                                                                                                                                 |  |
| NATSAP's 2nd Annual Northeast Regional Conference                                                                                                                                                                                                          |  |
| Friday, Sept. 30, 2005                                                                                                                                                                                                                                     |  |
| The Colony Hotel<br>Kennebunkport, Maine                                                                                                                                                                                                                   |  |
| 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. |  |
| SUMMER 2005                                                                                                                                                                                                                                                |  |

## President's Corner – John Santa, PhD

### *Rapid Growth in Response to Adolescent Need and Failure of Traditional Care*

I am writing this as the first in a series of columns from the President's Desk. In this column I will address current topics and hopefully establish a tradition in which each President of NATSAP regularly contributes his or her thoughts. In this first column I will address some of the factors that have contributed to the recent rapid growth in our field, and I will reflect briefly on the fear and scrutiny that has accompanied this growth.

NATSAP began seven years ago with seven founding member programs. Within a year we had over sixty programs, and we now number more than one hundred and fifty member programs. When one looks back at when our member programs were themselves founded, we see a picture of escalating growth.

| Decade                | 1900 | 1910 | 1920 | 1930 | 1940 | 1950 | 1960 | 1970 | 1980 | 1990 | 2000-2005 |
|-----------------------|------|------|------|------|------|------|------|------|------|------|-----------|
| # of Programs founded | 1    | 0    | 1    | 3    | 0    | 2    | 3    | 8    | 26   | 53   | 57        |

Extrapolating from these figures we could expect 100 new programs in the first decade of the second millennium, or a doubling of the number of programs every ten years. Another way to summarize the growth is to note that 2/3 of all NATSAP programs have been founded in the past 15 years.

A number of economic, cultural, and social factors have escalated the demand for the growth of our unique level of care. Considering economic factors first, an affluent society makes it possible for a larger number of families to afford private care for their children. We have also seen a general increase in materialism and parental indulgence over the past three decades and an accompanying decrease in structure to contain adolescents as they grow up. Structure and authority have eroded within families and across the culture. Routines have broken down with fewer commitments for family traditions and occasions that establish solidity in the family. Our cultural and family values have blurred and become diluted. Children no longer have a clear, and properly subordinate role in a family. The pace of our culture, coupled with busy, distracted, and often divorced parents has increased stress and pressure on both adults and children.

Corresponding with the deterioration of cultural containment is an increase in the potency of drugs readily accessible to much younger children. The increased availability of drugs is a natural response to a pressured culture lacking adequate structure. The drugs offer relief, escape, and a false sense of maturity.

Children struggle to keep pace without a net of safety and containment and rapidly fall behind in genuine maturity. These children fall behind in broad ways. They lack impulse control and have difficulty modulating their feelings and delaying gratification. They lack the foresight and ability to plan for the future in realistic ways and the moral compass of an appropriately mature young adult.

These adolescents are not bad kids, or sick kids, but grossly undeveloped and immature children who approach the world in a manner expected and tolerable from a much younger child. Emotional infants are asked to face the challenge of preschool. Emotional toddlers are asked to sit quietly and behave in the elementary years, and emotional first graders are expected to sustain attention, delay gratification, and focus on content and future goals in high school.

My business partner John McKinnon, M.D. and I believe that most of our residential programs are designed to assist students in growing up, maturing, and developing a view of themselves more congruent with the tasks required of a successful adolescent. We all work with students who have obtained numerous DSM-IV AXIS I psychiatric diagnoses, but for the most part these symptom clusters represent superficial manifestations of the broader problem of delayed maturation of their personality structure. Our students' problems would in fact be better described by a missing part of the diagnostic system, namely a description of difficulties encountered by adolescents who are in the process of forming a stable personality structure.

The factors I have just outlined partially explain why we have an increased demand for services, but they do not explain why the rapid development of successful, largely privately owned, residential programs. Why wasn't the need met by our vast array of treatment services and options including local psychiatric hospitals, outpatient psychiatrists, therapists, and public school systems? Why do families seek out and pay privately for longer term residential placements in our programs?

The short answer is that our society has exhibited a massive failure to recognize the nature of the problem and has misallocated resources in order to control symptoms rather than addressing the real problem, which is a lack of personality development in our youth.

In contrast, most of our programs are designed specifically to help children mature by creating safe environments, predictable structure, and accountability. For children to grow internally and not simply superficially, they also need accurate recognition and understanding in the context of meaningful relationships, i.e. good therapy. These simple but not easily implemented ingredients have been neglected and even reduced in traditional psychiatric care. The emphasis has been on managing costs and controlling symptoms by shifting the level of care downward. The presumed rationale is that it will be helpful to “return patients to the mainstream as quickly as possible.” With cost control in mind, length of stay in psychiatric hospitals has decreased dramatically in the past two decades. Management of symptoms with medication has exhibited a corresponding rapid increase. Obviously, medications can be effective in helping to regulate the DSM-IV AXIS I problems. I am certain that medication and outpatient management has assisted many adolescents in returning to an appropriate level of developmental function. They go along with the rules, they remain successful in school, and regulate emotions and interpersonal relationships in reasonably healthy and effective ways.

However, many others simply do not respond to medication and symptom management and continue to exhibit global developmental failure. These failures from conventional managed care treatment form the basis for our rapidly growing and thriving profession. These children need containment in a nurturing environment that includes appropriate limit setting and accurate recognition. These factors, over time, propel personality development and restructuring and provide the kind of treatment that can address the true problems faced by our struggling adolescents.

Turning to education, both public schools and private boarding schools have also failed to understand or meet the problem of developmentally delayed adolescents. Conventional schools, particularly past the fourth grade, focus instruction on content and presume that both society and parents are on the job attending to emotional needs. School administrators and teachers feel increasingly intimidated by both parents and child advocacy groups about setting limit, or in demanding emotional and behavioral accountability. A generation ago a teacher’s authority was nearly absolute and rarely challenged openly by either students or their parents. Also, schools have limited control over a student’s environment and too little co-operation with parents to create a safe holding structure with clear limit setting. Often schools must resort to setting ultimate limits by removing a child from school rather than having an array of responses available to help children face and work through their problems.

Many children in our schools and programs have failed miserably at conventional education and have embedded this failure as part of a self concept. They begin to believe that they are stupid, learning disabled, dyslexic, attention deficit, or oppositional defiant -- in short, defective individuals. Students with such self attributions and loathing tend to withdraw from school, fail to work to capacity, and avoid the very arena that brings forth these feelings of failure. Most schools, both public and private are simply not equipped, designed, or funded to address the whole development of a child.

It is not surprising that private enterprise (NATSAP programs) has responded with creative solutions to the failures of traditional psychiatric care and education. Our programs have responded to the crises our youngsters face by recognizing the need to remove them from toxic environments. They have recognized the need to treat the whole child in safe, contained environments that allow the time, feedback, and structure required to develop a more functional personality structure. Again, these children need to mature internally as opposed to simply managing their symptoms. It is this real need for a new continuum of care that has provided the impetus for such rapid growth in our programs.

Of course, such rapid growth and the emergence of a new continuum of care has led to many fears and much criticism. Media coverage paints a picture of rampant profiteering, abuse, and neglect in our programs coupled with a cry for more regulation. Organizations have formed, protesting institutional abuse of children and complaining about the lack of regulation of wilderness programs and therapeutic schools. They have circulated petitions and called for national regulation of residential programs (e.g. the legislation proposed by Rep Miller, CA).

Now, more than ever, we need NATSAP as a national organization and voice to educate the public and political constituencies about our programs. As individual programs we can’t be complacent. We must become even more involved in NATSAP’s effort to raise the bar on practice standards. We must educate legislators and the public by inviting them to visit our programs and help them understand how our programs meet the needs of adolescents who lag in emotional development. Each of us must explain our approach to helping adolescents, and why we need this new continuum of care.

As a national organization we have established consensus concerning the most effective and appropriate practice standards. NATSAP provides a professional and learning community that will be far more effective in raising practice standards than governmental regulation designed by those not belonging to our profession. In situations where regulation is required, members of NATSAP must be included in creating the regulations. After all, we are the professionals and the entrepreneurs who know how to make our programs even better than they are now.

*John Santa, Ph.D. is a founding board member of NATSAP, and currently President of the Association. He is a clinical psychologist, a co-founder and clinical director of Montana Academy, a therapeutic boarding school.*

ETHICS

Since its inception, NATSAP has been concerned with defining pertinent ethical standards that member programs are expected to practice. During this past year, the subject of ethics, especially ethical principles governing the relationship between NATSAP programs and referring professionals, has been squarely in the forefront of frequent conversations.

Sensing a heightened interest in the topic, NATSAP scheduled “Ethics” as a theme for one of the “Community Gathering and Discussion” sessions at the annual conference in January, 2005. The program representatives and educational consultants who packed the room engaged in a spirited discussion that suggested the need for continuing a focused effort. Both the NATSAP Ethics Committee and the IECA Best Practices Committee have formulated action plans. The plans call for the respective committees to engage in a campaign to:

1. Review ethical standards pertaining to the relationship between programs and educational consultants.
2. Clarify or augment those standards where warranted.
3. Present any changes or additions to respective boards and memberships for approval.
4. Educate respective members concerning these ethical standards.

Toward this end, the NATSAP and IECA Committees have been working independently on their respective ethical principles. The two groups also met together this past May to compare notes and discuss areas of overlapping concern, and are planning a follow-up joint meeting in November to continue the process.

Some of the issues involving the relationship between programs and referring professionals that warrant reiterating or clarifying are: dual relationships; marketing practices; compensation (including travel expenses, gifts, entertainment, etc.); and *quid pro quo* arrangements. The NATSAP Ethics Committee will also look at how to periodically review ethical principles with member programs and orient new members. NATSAP is planning another “Community Gathering and Discussion” on ethics in conjunction with the upcoming 2006 conference.

As part of the membership application process for new NATSAP members, and part of the renewal process for all current NATSAP member programs, executive directors sign a statement indicating that their organization “supports and follows” the NATSAP Ethical Principles. You can obtain a copy of the Ethical Principles from your Executive Director, or go to the NATSAP website [www.natsap.org](http://www.natsap.org).



OUTCOMES RESEARCH AND  
PERFORMANCE MEASUREMENT:  
THE NUMBERS ADD UP  
TO BETTER CARE  
2nd Annual Joint Commission National  
Conference on Behavioral Health Care:  
Focusing on Outcomes Research and Using Data

December 8-9, 2005 Le Meridien, Chicago, IL - NATSAP is proud to be a Supporting Organization for the Second Annual JCAHO Behavioral Health Care conference. An email was sent to you on October 18th advising you of the conference so that you could take advantage of the “early bird” registration fee and the hotel room rates. The presentations at this conference will focus on outcomes research where you will “learn how to bridge the gap between scientific theory and practice by incorporating outcomes research and results into your organization’s systems. A panel of distinguished speakers will demonstrate how research and performance measurement allow you to better identify treatment outcomes.” The presentations will teach you “how to bridge the gap between scientific theory and practice by incorporating outcomes research and results into your (program’s) systems.” The NATSAP Board of Directors believes that outcomes research should become a primary focus of our organization. We encourage you to attend this conference and sincerely hope we reached you in time to take advantage of the reduced rates.

**NATSAP 2006**  
**“Foundations for Tomorrow”**  
**Conference Registration Deadlines**

|              |                                                                                                                         |
|--------------|-------------------------------------------------------------------------------------------------------------------------|
| December 31  | Last Day to Reserve Hotel Room at Special NATSAP Conference Rate at Sheraton Sand Key Resort                            |
| January 6    | Last Day for Discounted Attendee Early Registration Rate                                                                |
| January 18th | Last Day for Pre-Conference Registration (registering after this date must be done at the conference registration desk) |

# NATSAP NEWS

The National Association of Therapeutic Schools and Programs

4TH QUARTER 2005

BOARD OF DIRECTORS

John Santa, President  
Montana Academy

Sharon Laney, Vice-President  
Three Springs, Inc.

Craig LaMont, Treasurer  
Telos Residential Treatment

Cheryl Kehl, Secretary  
Second Nature

Michael Berrett  
Center for Change

Penny James  
Explorations

Gil Hallows  
Aspen Achievement Academy

James Meyer  
The Oakley School

John Mercer  
Mission Mountain School

Craig Rodabough  
Logan River Academy

Rosemary Tippet  
Three Springs, Inc.

Will White  
Summit Achievement

Paul Smith, Ex-Officio  
Catherine Freer Wilderness Therapy Expeditions

Kay Davison, Ex-Officio  
Educational Consultant

**NATSAP OFFICE**  
*Jan Moss, Executive Director*  
126 N. Marina, Ste. 2  
Prescott, AZ 86301  
Telephone: (928) 443-9505  
Fax: (928) 443-9507  
E-mail: info@natsap.org  
Web: www.natsap.org

NATSAP NEWS

## NATSAP WELCOMES NEW MEMBERS TO THE 2006 BOARD OF DIRECTORS

We welcome Richard Chorney from the Grove School; Dr. Karen Fitzhugh from King George School; and John Stewart from New Haven to the NATSAP Board of Directors. They join Dr. John Santa, President, Montana Academy; Sharon Laney, Vice-President, Three Springs; Will White, Secretary, Summit Achievement; Craig LaMont, Treasurer, Telos Residential Treatment, LLC; Dr. Michael Berrett, Center for Change; Gil Hallows, Aspen Achievement Academy; Penny James, Explorations; John Mercer, Mission Mountain School; James Meyer, Oakley School; Craig Rodabough, Logan River Academy; and Kay Davison, Ex-Officio.

**Richard Chorney, Grove School – President and CEO**  
Richard “grew up” in the world of Residential Treatment as a volunteer in a state sponsored Residential Treatment Center, eventually spending 14 years as a volunteer, Child Care Worker and finally achieving the position of Director of Child Care. Richard has a Bachelor’s Degree in Psychology, a Masters in Special Education and a Certificate in Psychiatric Administration. He also attended the Tavistock Institute for Group Relations. Richard has interests in art, architecture, sculpture, fitness, the Caribbean and hockey. He participated in the development of the NATSAP Ethical Principles. Richard has met many of the members and has a great deal of respect for them both personally and professionally. He relates to them not only as peers, but also, in many cases, as friends. Richard looks forward to helping support NATSAP as it grows both regionally and nationally and in helping to identify those areas where we can make the biggest difference.

**Dr. Karen Fitzhugh - Head of School, King George School** in Sutton, Vermont. Prior to her move to Vermont in May of 2004, Dr. Fitzhugh was the Executive Director of Girls’ Haven, a home for abused, abandoned and neglected girls, as well as the founder and Superintendent of The Ehrhart School for Arts and Athletics in Beaumont, Texas. Karen most recently presented at the NATSAP

Northeast Regional Conference on the survival of the King George School through Chapter 7 Bankruptcy. Dr. Fitzhugh holds a Ph.D. in Educational Psychology and Special Education from the University of California. Karen’s leadership through the bankruptcy demonstrated her commitment to the children we serve.

**John L. Stewart, LCSW, Clinical Director, New Haven**  
John graduated from Snow College with an Associates Degree, then attended Utah State University where he received his Bachelor’s, and then went on to Brigham Young University to earn his Masters of Social Work. He is an approved supervisor for interning social workers. John has been practicing in the mental health field for the past twelve years, specializing in healing a wide range of addictions, mood disorders, trauma-related disorders, and therapist training. He has also developed and managed Intensive Outpatient and General Outpatient Programs for Drug and Alcohol services. John worked five years as Clinical Director at a private, non-profit agency doing therapy, training interns and professionals, administering, and developing programs. He is fortunate to be married to a wonderful woman, with whom he has three sons. John loves to travel and be in the outdoors, camp with his kids, and is a geography wizard. He is a fantastic cook and is well-versed in Native American lore. John has been a volunteer at NATSAP conferences, has presented at NATSAP conferences and currently serves on the Regional NATSAP Board in Utah.

## OUTGOING BOARD MEMBERS

Rosemary Tippet, a founding member of the NATSAP Board of Directors and a member of the Board for seven years announced in June of 2005 it would be her last year of service on the Board. For those of us who have served with her since that cold, sunny day in January 1999 in Albuquerque, her decision moved us to recall the tremendous contribution she has made to NATSAP. Rosemary’s intelligent, gentle style helped to establish the camaraderie of that first Board of Directors. She helped John Reddan lead us through the first NATSAP

| NATSAP NEWS                                                                         |               |
|-------------------------------------------------------------------------------------|---------------|
| IN THIS ISSUE...                                                                    |               |
| NATSAP WELCOMES NEW BOARD MEMBERS .....                                             | COVER         |
| OUTGOING BOARD MEMBERS .....                                                        | COVER & PG. 2 |
| ANNUAL RENEWAL.....                                                                 | PG. 2         |
| NATSAP WELCOMES NEW PROGRAM/ SCHOOL MEMBERS....                                     | PG. 2         |
| NORTHEAST REGIONAL CONFERENCE .....                                                 | PG .3         |
| FOUNDATIONS FOR TOMORROW .....                                                      | PG. 3         |
| ETHICS .....                                                                        | BACK COVER    |
| JCAHO CONFERENCE INFO .....                                                         | BACK COVER    |
| NATSAP PRESIDENT’S CORNER.....                                                      | INSERT        |
| Highlight your membership by adding the NATSAP logo to your website                 |               |
|  |               |
| 4TH QUARTER 2005                                                                    |               |

conference when a hurricane forced a last minute postponement. She has served on every Conference Committee since that time and it is fitting that she is the co-chair of the 2006 Conference where we will honor the past. Rosemary has successfully chaired the Member Services Committee and will continue as co-chair. After all, we can’t let her get away entirely! Rosemary’s warm hospitality at our Atlanta Board meeting was extraordinary. Rosemary, thank you for your voice of reason and wisdom, your laughter and your positive nature.

Cheryl Kehl leaves the Board at the end of this term as well. She has served NATSAP as the Secretary of the Board of Directors and as a member of the Member Services Committee. In the two years Cheryl has served on the Board, she has provided insight and experience to the challenges faced by the Board. Cheryl also has a gift for hospitality and we thank her for the memorable moments she has given us. Cheryl, thank you for your contributions and for your easy-going style. ---*Jan Moss*

ANNUAL RENEWAL  
DEADLINE: JANUARY 31, 2006

The Annual Renewal for your NATSAP membership will be mailed on December 1<sup>st</sup>. You will note the deadline date of January 31, 2006 on every document in the Annual Renewal “packet.” This deadline **MUST** be met for your program / school to be included in the 2006 NATSAP directory. Our membership has grown extensively this year and will continue to grow. The volume of additions and changes to the directory makes a deadline necessary. We can no longer delay our schedules to accommodate the late submissions of dues and other required renewal documentation. Therefore, we ask that you give the Annual Renewal mailing a high priority and submit your dues and other documentation expeditiously. NOTE: If your dues are paid by your corporate office, you **MUST** return the other information by the deadline.

The Annual Renewal ”packet” will include a questionnaire on your accreditation and/or licensure and an acknowledgement of full compliance with the NATSAP Supplemental Principles of Good Practice (for Therapeutic Boarding Schools) and the Behavioral Support Management Guidelines for Therapeutic Schools, Therapeutic Programs and Outdoor Behavioral Health Programs. It is important these are returned with your updates to your directory page, a signed copy of the Ethical Principles, changes or additions to your Administrative Information and your dues by January 31, 2006. Alicia and I both

appreciate your cooperation in meeting this deadline. ---*Jan Moss*

WELCOME NEW MEMBERS

As of November 1<sup>st</sup>, thirty-eight programs / schools have joined NATSAP in 2005. Please join us in welcoming our newest members:

- Academy at Canyon Creek**  
Residential Treatment Center  
Springville, UT

**Betton House**  
Transitional Independent Living  
Scranton, PA

**Catamount Wilderness School**  
Outdoor Therapeutic Program  
Wilmington, NC

**Discovery Ranch**  
Residential Treatment Center  
Mapleton, UT

**Eckerd Youth Alternatives–E-HOW-KEE**  
Outdoor Therapeutic Program  
Brooksville, FL

**Eckerd Youth Alternatives–E-SUN-ALEE**  
Outdoor Therapeutic Program  
Deer Lodge, TN

**Kolob Canyon**  
Residential Treatment Center  
New Harmony, Utah

**Moonridge Academy**  
Residential Treatment Center  
Cedar City, UT

**National Deaf Academy**  
Residential Treatment Center  
Mt. Dora, FL

**Rosecrance Griffin Williamson Campus**  
Residential Treatment Center  
Rockford, IL

**Turning Winds**  
Therapeutic Boarding School  
Troy, MT

The Membership Committee has already started the review of applications for 2006 Membership and we welcome **Bromley Brook School** as the first new member in 2006. ---*Will White*

NATSAP NORTHEAST  
REGIONAL CONFERENCE  
*Adam Tsapis, Summit Achievement*

The Second Annual NATSAP Northeast Regional Conference was a resounding success according to the over 70 attendees representing 19 programs and 7 educational consultants. In just one year, attendance has doubled! Audrey Peavey of New Horizons for Young Women and NATSAP board member Will White of Summit Achievement organized this September event on the rocky coast of Maine at The Colony Hotel in the seaside town of Kennebunkport.

As this was just the second NE Regional gathering, our primary focus was on community building and collegial networking. In addition to the many scheduled events including opening remarks from our conference coordinators, compelling keynote addresses from Thom Pollard, Karen Fitzhugh of King George School, and Dr. Lisa Machoian, and breakout sessions, there was still plenty of time for informal gatherings, a walk on the beach or a swim in the outdoor heated salt-water pool.

The conference kicked off with a traditional Downeast “all you could eat” lobster fest for the 50 attendees who arrived the night before. Many then gathered for informal “after hours” networking around the pub screens socializing and providing color commentary for the Red Sox Playoff game. After a gorgeous seaside breakfast and an invigorating warm up activity by Darrel Fraize, attendees heard from Thom Pollard, world traveler and award making filmmaker against the backdrop of his photographs of Mount Everest during his work on the Mallory and Irvine Research Expedition. Karen Fitzhugh, the driving force behind the King George School’s continuous operation throughout the Brown Schools bankruptcy followed with her inspiring story. After lunch Dr. Lisa Machoian spoke on the subject of her experience helping girls survive the desperation of their teenage years and her book [The Disappearing Girl: Learning the Language of Teenage Depression](#).

Facilitated Breakout Sessions included roundtable discussions for Educators, Admission Directors, Clinicians, Direct Care Staff, and Owners/Managers. Some of the collective outcomes were the desire for cooperative education and collaborative training opportunities, an appeal for members to participate in a consortium for outcome studies and for additional opportunities to gather in such a collegial atmosphere.

Thanks to Will White and Audrey Peavey for organizing the event.

Special thanks to Jan Moss, Rosemary Tippet, and our keynote speakers, Thom Pollard, Karen Fitzhugh, and Dr. Lisa Machoian.

Thanks also to our conference sponsors: Academy at Swift River, Adirondack Leadership Expeditions, Aildredge Academy, Bromley Brook School, Chamberlain School, Deckhouse School, Family Foundation School, Montcalm School for Boys, New Horizons for Young Women, Safe and Sound Youth Transportation, Inc., and Summit Achievement.

FOUNDATIONS FOR TOMORROW

Get ready for our 2006 *Foundations for Tomorrow* Conference at the Sheraton Sand Key Resort in Clearwater Beach, Florida, February 2 – 4! We cannot overlook the past when we focus on the Foundations for Tomorrow. Sharon Laney and Dr. John Santa will *Honor the Past and Recognize NATSAP’s Beginnings* when everyone gathers together at noon on February 2<sup>nd</sup>. You won’t want to miss this very special presentation.

We are fortunate to welcome as keynote speakers Dr. Larry K. Brendtro, Ph.D., founder of *Reclaiming Youth International* and Dean of Research and Training at *Starr Commonwealth* and Dr. Kevin McCauley, M.D., Director of Medical Education at *Sober Living By The Sea Treatment Centers*. Dr. Brendtro’s address, *Kids Who Outwit Adults*, will explore the “private logic” of adult-wary children and teens and will provide practical methods for reclaiming kids many see as unreachable. Dr. McCauley will address the question “*Is Addiction A Disease?*” covering the connection between research and the baffling behaviors in addicts. Our keynote speakers are generously being provided compliments of *Starr Commonwealth* (Dr. Larry Brendtro) and *Sober Living By The Sea* (Dr. Kevin McCauley). Thanks to both of these organizations for their generosity.

Dr. Jared Balmer, Ph.D. is the recipient of the 2006 NATSAP Leadership Award. It is fitting that Dr. Balmer receives this year’s award as we look back at NATSAP’s beginnings and build the foundations for tomorrow. He played a key role in the development of the NATSAP Principles of Good Practice and the Behavioral Management Guidelines. He has been a “behind the scenes” contributor to, and a supporter of, the work that has been done within the organization since its inception. Everyone who knows Dr. Balmer has benefited from his years of experience and his willingness to share his wealth of knowledge with everyone in the industry.

We look forward to seeing you and sharing the sun, the sea, the beach and the outstanding presentations that your colleagues and peers will be offering. Your 2006 Conference “Hosts”: *Sharon Laney, Rosemary Tippet, Alicia Arteaga and Jan Moss*

| NATSAP NEWS                                                                                                                                                                                                                                                                                   |  |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| “If you have knowledge, let others light their candles in it.”                                                                                                                                                                                                                                |  |
| <i>Margaret Fuller</i>                                                                                                                                                                                                                                                                        |  |
|                                                                                                                                                                                                            |  |
| <b>NATSAP Vision Statement</b><br>Our vision is a nation of healthy children. We are the voice inspiring, nurturing, and validating the courageous work of our schools and programs                                                                                                           |  |
| <b>NATSAP Mission Statement</b><br>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. |  |
| 4TH QUARTER 2005                                                                                                                                                                                                                                                                              |  |

# NATSAP NEWS

The National Association of Therapeutic Schools and Programs

1ST QUARTER 2006



## BOARD OF DIRECTORS

John Santa, President  
Montana Academy

Sharon Laney, Vice-President  
Three Springs, Inc.

Craig LaMont, Treasurer  
Telos Residential Treatment

Will White, Secretary  
Summit Achievement

Michael Berrett  
Center for Change

Richard Chorney  
Grove School

Karen Fitzhugh  
King George School

Gil Hallows  
Aspen Achievement Academy

Penny James  
Explorations

Amy Jeppesen  
C.E.R.T.S.

John Mercer  
Mission Mountain School

James Meyer  
The Oakley School

Craig Rodabough  
Logan River Academy

John Stewart  
New Haven

Paul Smith, Ex-Officio  
Catherine Freer Wilderness  
Therapy Expeditions

Kay Davison, Ex-Officio  
Educational Consultant

## NATSAP OFFICE

Jan Moss, Executive Director

126 N. Marina, Ste. 2

Prescott, AZ 86301

Telephone: (928) 443-9505

E-mail: [info@natsap.org](mailto:info@natsap.org)

Web: [www.natsap.org](http://www.natsap.org)

## JARED BALMER, PH.D. - 2006 NATSAP LEADERSHIP AWARD RECIPIENT

*Kimball DeLaMare, Island View RTC*



The National Association of Therapeutic Schools and Programs (NATSAP) honored Jared U. Balmer, Ph.D. with its National Leadership Award at the 2006 "Foundations for Tomorrow" Conference in Clearwater, Florida. Dr. Balmer, whose ongoing contributions in the field of therapeutic treatment of youth placed in out of home care,

was introduced by Rob Cooley, Ph.D, who received NATSAP's highest award the year prior. Dr. Cooley noted that Jared Balmer, known throughout the country as "Jared", is an individual who thinks nothing of putting on hold personal business in order to help others. Dr. Cooley noted that his "friend", was instrumental in helping the program Dr. Cooley directs become accredited nationally through generous sharing of information, and most importantly, through a personal visit to Rob's program. Dr. Cooley pointed out to the large audience of treating professionals, educational consultants, and others that his personal experience with Dr. Balmer was not unique, while giving examples of several other programs and schools that have benefited from Dr. Balmer's leadership and generosity. He further stated that "Jared" was a primary author of several of the key documents that guide NATSAP as it works to ensure safe, ethical, and professional practices in the schools and programs serving young people and their families.

In Dr. Balmer's acceptance remarks, he recognized many who had been instrumental in his professional and personal life. Starting with a neighbor in his native land of Switzerland who stated he "would never amount to anything", after having a watering hose sabotaged by a young Jared, to his experience as a microbiologist whose early discoveries were co-opted by senior staff who credited themselves with his breakthroughs while ignoring his contribution, Dr. Balmer let the audience know of the unique path that first led him to volunteer missionary service in England, eventual graduate studies in Utah, his marriage to his sweetheart Rosie, and finally, his work in residential settings. "Jared's" humor, coupled with his inimitable Swiss accent, kept his audience fascinated.

The following morning, Dr. Balmer delivered a keynote address in which he highlighted several issues related to out of home care. Among those issues, he expressed concern that this new, emerging profession did not always ensure that innovation "washed" with careful research and best practices. He urged those in attendance to become more research oriented, and to continue the NATSAP tradition of sharing information related to effective treatment among member programs and schools.

Dr. Balmer noted that the "transitions" between treatment settings and home communities can be more carefully engineered and proposed increased collaboration between settings and among the specialists entrusted with supporting families in treatment. Dr. Balmer cautioned those in attendance to not be swayed by attractive features of schools and programs, such as equestrian programs, art courses, or team sports to the de-emphasis of "core" issues such as the theoretical foundations, staff competence, admission criteria, etc. that a strong school or program must lead with. Dr. Balmer's thoughtful address concluded with a standing ovation reflective of the respect and appreciation those in attendance have had for him.

## NATSAP VOLUNTEER AWARDS

*Jan Moss*

Each year the NATSAP Committee Chairs select committee members that have provided exceptional service to their committee. Dr. John Santa was pleased to present the Volunteer of the Year awards during our 2006 Annual Meeting in Clearwater Beach, Florida to:

Brent Hall (Discovery Academy)

Sarah Mack (Catherine Freer Wilderness Therapy Expeditions)

Sid Parham (Family Foundation School)

Audrey Peavey (New Horizon for Young Women)

Erick Scheiderman (Bridges Academy)

Jeff Smith (Logan River Academy)

We thank these individuals for contributing to the achievements of our committees during 2005.

## IN THIS ISSUE...

Leadership Award  
Recipient...*Front Cover*

NATSAP Volunteer  
Awards.....*Front Cover*

2006 Conference  
.....*Inside Front Cover*

Let's Have Fun  
.....*Inside Front Cover*

President's Corner  
.....*Pgs. 1 & 2*

Welcome New  
Members.....*Pgs. 2 & 3*

Heartfelt Gratitude  
.....*Pg. 3*

In A Mother's  
Words.....*Pg. 4*

An Evening with  
Dr. Lisa Machoian  
.....*Pgs. 4 & 5*

Ethics Committee  
Report.....*Pg. 5*

NATSAP Website..*Pg. 5*

NATSAP Individual  
Affiliates.....*Pgs. 5 & 6*

An Invitation..... *Pg. 6*

2006 Goals.....*Pg. 6*

Call for Papers  
Deadline..... *Pg. 7*

JTSP Order Form..*Pg. 8*

2006 Conference  
Pictures  
.....*Inside Back Cover*

2006 NATSAP Regional  
Conferences  
.....*Back Cover*

## 2006 "FOUNDATIONS FOR TOMORROW" CONFERENCE

*Sharon Laney, Conference Chair*

All of the planning and preparation for our 2006 "Foundations for Tomorrow" came together on February 2nd as almost 600 people gathered at the Sand Key Resort in Clearwater, Florida.

The theme of the conference "Foundations for Tomorrow" would not have been complete without honoring NATSAP's past. At the opening of the conference, Dr. John Santa gave a brief history of NATSAP and presented honors to the two men responsible for its beginning. John Reddan was honored for his vision and commitment that resulted in the foundation of NATSAP. In accepting the honor, John acknowledged the members of NATSAP for working together to save troubled children. Dr. Santa honored Len Buccellato for sharing John's vision and providing his support in the foundation of NATSAP. Our organization will forever be grateful for their early contributions and dedication to improving the Industry.

The conference was not only well organized, the content was excellent. We were fortunate to have Dr. Larry Brendtro, Ph.D. giving a keynote address on *Kids Who Outwit Adults* and Dr. Kevin McCauley, whose keynote address *Is Addiction A Disease? Shifting The Emphasis To The Occupation Model For Students And Their Families Who Are Struggling With Addiction* provided the audience with critical information in working with addictions. Dr. Brendtro appeared courtesy of Starr Commonwealth (Montcalm School for Boys and Montcalm School for Girls) for sponsoring Dr. Brendtro. Dr. McCauley appeared courtesy of Sober Living By the Sea. We deeply appreciate both organizations for their support of NATSAP in providing these quality presentations.

As the recipient of the 2006 NATSAP Leadership Award, Dr. Jared Balmer, Ph.D., provided the Friday morning keynote address titled *"When the Moon Hits Your Eyes like a Great Pizza Pie, It's Amore – Placing the Right Child in the Right Program for the Right Reason"*.

Over sixty Call for Papers were submitted for presentation at this conference. The review committee found it difficult to select the final presentations. Each submission was exceptional as was evident in the final selections that were presented at the conference. We are grateful for each and every one that was submitted and encourage you to submit for the 2007 Conference and for our Regional Conferences. Our profession has much to share and we urge you to contribute.

As Conference Chair, I received many compliments that ranged from "best organized conference ever" "great fun with the decorations and general atmosphere" to "excellent presenters". I had a wonderful team that included Jan Moss, Executive Director, Alicia Arteaga, Executive Assistant, NATSAP members that volunteered to work both the Hospitality table and Registration, and our dedicated Board Members. They made my job very easy, so I give all the credit for a successful conference to those much more deserving than I!

We appreciate your attendance and participation and look forward to seeing you at our 2007 NATSAP Conference at the Hilton La Jolla Torrey Pines in La Jolla, California.

### LET'S HAVE FUN

Those were the collective words of the Member Services Committee when they were asked to provide support for the 2006 Conference. Jackie Danforth immediately volunteered to find tropical accessories for decoration and distribution. The result were leis, funky beach sunglasses, paper flowers and, oh yes, grass skirts for the Board of Directors to wear during their presentations at the Annual Meeting. Thanks to Jackie and Sharon Laney for generously providing these funky, fun items. A special thanks to Jeff Anderson for the slide show of past conferences and candid shots of members as the kick-off for our Annual Meeting. And, to the Member Services Committee for their time and effort at the Hospitality Table.



## PRESIDENT'S CORNER

*John L. Santa, Ph.D.*

### **Defining NATSAP In Order To Advocate Effectively**

I recently had the opportunity to attend a meeting of the National Association of Psychiatric Health Systems (NAPHS). Elliot Sainer of the Aspen Corporation has been a long standing member of NAPHS and encouraged contacting them particularly with regard to important political issues such as the pending possibility of a federal regulatory bill (the Miller bill) that might have extremely adverse effects on all of our programs.

Rosemary Tippet, our new Director of Public Relations, contacted the NAPHS offices in Washington, and they were quite receptive to forming an alliance to help advocate on behalf of mental health care and in particular to mitigate the potential impact of ill conceived regulatory efforts such as the proposed Miller legislation. Rosemary was invited by Mark Covall (Executive Director of NAPHS) to attend their annual meeting and set up a time for their Youth Service Committee to meet with NATSAP representatives (including Rosemary Tippet, Jan Moss and myself). At this meeting we learned about the importance of forming relationships with other national behavioral health organizations.

It became quickly clear that as representatives of NATSAP we needed to explain who we were and how NATSAP might relate to them. It turns out that defining NATSAP to an interested outsider is not entirely simple, but I think it is essential to develop a succinct definition of who we are and what sets us apart in order to create an effective public relations effort for our profession. We began our attempt to introduce NATSAP by explaining that we are an organization of nearly 170 member programs serving over 15,000 young people and their families every year. Our programs primarily serve the private paying market. Most of our programs offer a level, scope, and length of treatment that has been defined as outside the responsibility of managed care insurance companies and school systems. We have come together both as a trade organization and a professional organization to define practice standards, support innovation in care, educate our employees, and to serve as an advocate and voice for all of our programs.

We explained that our programs are not acute care hospitals, or hospital based residential treatment centers. Our members come from a set of alternative approaches to psycho-social-educational treatment of disturbed youth. The approaches emphasize creating environments or communities that provide a safe containment of children who cannot be contained in their homes either emotionally or behaviorally.

Parents who place their children in NATSAP programs are desperate. Their children have been seen by outpatient therapists, psychiatrists, and school learning specialists. They typically have elaborate psychological workups, numerous DSM IV Axis I diagnoses, and a large percentage have tried to solve the diagnoses with multiple trials of medication coupled with months or at times years of therapy. In spite of all efforts by concerned parents these youngsters continue to struggle and fail in the tasks expected of normal adolescents. They are often failing at school, overwhelmed emotionally, and

exhibit ruptured social and family relationships. Conventional educational and mental health services have failed. Parents realize that these promising children are headed for a train wreck. If these youngsters continue on such disrupted paths they will fail to become functional adults.

Our children typically exhibit a serious lack of executive function, of emotional control, the ability to delay gratification and plan for a realistic future, and finally the ability to understand that they are not entirely the center of the universe. They exhibit many symptom clusters, but the common denominator is a gross lack of maturity. Such children need containment, nurturing and a non-pathological intervention that encourages them to develop a more mature, appropriate, and successful approach to life. Our schools and programs have evolved to offer an integrated, holistic, psycho-social approach to children and their families. NATSAP programs are committed to providing ethical and appropriate service to youth and their families. Our programs provide care that includes a range of competent professionals including psychiatrists, psychologists, social workers, educators, and wilderness instructors.

We put considerable energy into defining ourselves and setting ourselves apart by creating a consensus on ethical principles, common practice standards, and a collegial professional identity. This common definition and purpose make it possible to provide a description of NATSAP that hopefully applies to all of our programs. Such a definition is the first crucial and essential step in creating the ability to promote our organization and provide an advocacy on specific issues that effect all of us.

Our meeting with NAPHS taught us a number of things about how to go about advocacy projects. We realized that public relations and advocacy depends on establishing relationships. I have to say that NATSAP is incredibly fortunate to have Rosemary Tippet, MSW as our representative. She has a truly remarkable ability to form close relationships based on integrity, intelligence, and personal warmth. We must be proactive and cultivate a constant awareness of who we are and the good things we accomplish. Second, we are more powerful than we think, particularly if we enlist a broad grassroots effort from all members and as many of our satisfied parents and students as possible. Third, we must continue to create alliances with like minded groups that can broaden the impact of a professional association, and create an awareness of NATSAP. Finally, we must develop a clear focus for each advocacy effort.

We need the help of all member programs to create an effective public relations program for NATSAP. In a few months we will ask each program to fill out a detailed questionnaire that will help us create the data to allow politicians, and other organizations to understand our programs better. We need information that more completely describes who we serve, the positive impact and outcomes we create, the actual incidence of problems and risks in our work, and the economic impact we have in our communities. Personally, I hate filling out surveys, but if NATSAP is to become an effective voice and advocate for our profession we need someone in each organization to take the time to fill out the survey.

We also encourage all programs to invite community leaders as well as state and federal legislators to visit and see who we are. As you do this make certain to identify your program as a member of NATSAP, an organization that advocates for quality care for troubled youth. When you invite a guest to campus create a news release for your local papers and be sure to copy the release to NATSAP so that it can be posted on our web site.

Invite your local media to visit, interview, and write a story that highlights the positive impact of your program and make sure to note that you belong to NATSAP an organization composed of programs committed to high standards of care. Again, send us a copy of the story.

Finally, NATSAP needs to create a “grass roots” response plan. When we have an issue that demands action we need to create a clear, simple message and then programs must forward the same message to their respective legislators.

## WELCOME NEW MEMBERS

*Jan Moss*

It is my pleasure to introduce you to the programs and schools that have joined us in the 2006 membership year.

### **Full Members**

**Buxmont Academy** – A coeducational Home -Based Residential Treatment, Pipersville, PA – License and accreditation includes: State of Pennsylvania, Department of Health: Commonwealth of Pennsylvania, Department of Public Welfare; Commonwealth of Pennsylvania, State Board of Private Academic Schools; State of New Jersey, Department of Education, Out-of-State Provider - Founded in 1977, Executive Contact: Judy Happ

**Chaddock** – A coeducational Residential Treatment Center & Transitional Independent Living, Quincy, IL – Licensure and accreditation includes: State of Illinois, Department of Children and Family Services; Council on Accreditation (COA) and North Central Association Commission on Accreditation and School Improvement (NCA CASI) – Founded in 1853, Executive Contact: Karen Doyle Buckwalter

**Family Life Center** – A coeducational Residential Treatment Center, Petaluma, CA – Licensure and accreditation includes: State of California, Department of Social Services; California Alliance of Child and Family Services; California Department of Education; Western Association of Schools and Colleges (WASC) - Founded in 1978, Executive Contact: Tom Beigelbeck, LMFT

**Granite Hill Academy** – A boys only Therapeutic Boarding School, Newport, NH – Accreditation includes: State of New Hampshire, Department of Education, Bureau of Special Education – Founded in 1996 (formerly the Do-It School), Executive Contact: Dr. Alfred Allen

**North Idaho Behavioral** – A coeducational Residential Treatment Center, Coeur D’Alene, ID – Licensure and accreditation includes: State of Idaho, Department of Health and Welfare; Joint Commission (JCAHO) Accreditation; Idaho State Board of Education; Northwest

Association of Accredited Schools – Founded in 1999, Executive Contact: Claudia Miewald

**St. Paul’s Preparatory Academy** – A boys only Boarding School, Phoenix AZ – Accreditation includes: North Central Association Commission on Accreditation and School Improvement (NCA CASI); Southwestern Association of Episcopal Schools (SAES) – Founded in 1961, Executive Contacts: Hal Elliott and Marti Weiskopf

**Tamarack Center** – A coeducational Residential Treatment Center, Spokane, WA – Licensure and accreditation includes: Washington State Department of Health, Residential Treatment Facility; Joint Commission (JCAHO) Accreditation – Founded in 1984, Executive Contact: Tim Davis

**Wendigo Lake Expeditions** – A boys only Wilderness Program, South River, Ontario, Canada – Licensure and accreditation includes: Ministry of Children and Youth Services, Childrens Residential Services; Association of Experiential Education Accreditation – Founded in 1998, Executive Contact: Stephen Glass

### **Associate Members**

**Ascent** – A coeducational Wilderness Program, Naples, ID – Licensed by the State of Idaho, Department of Health & Welfare, Child Care License - Founded in 1992, Executive Contact: Denise Forbregd

**Boulder Creek Academy** – A coeducational Therapeutic Boarding School, Bonners Ferry, ID – License and accreditation includes: State of Idaho, Department of Health and Welfare, Child Care; Northwest Association of Accredited Schools – Founded in 1993, Executive Contact: Paul Johnson

**Bromley Brook School** – A girls only Emotional Growth Boarding School, Manchester Center, VT – Accredited by the State of Vermont, Department of Education – Founded in 2004, Executive Contact: Laura Mack

**Echo Malibu Youth Treatment Centers** – A coeducational Residential Treatment Center, Malibu, CA - Licensure includes: State of California, Department of Social Services – Founded in 2005, Executive Contact: Cole Rucker

**Innercept** – A coeducational Therapeutic Boarding School and Young Adult Program, Coeur D’Alene, ID – Licensure and accreditation includes: State of Idaho, Department of Health & Welfare, Child Care License; Northwest Association of Accredited Schools (candidate) – Founded in 2005, Executive Contact: George J. Ullrich, M.D.

**Monarch Center for Family Healing** – A single-gender group Outdoor Therapeutic Program, Georgetown, CO – Licensure includes: State of Colorado, Department of Human Services, Division of Child Care – Founded in 1996 (formerly Trailhead Wilderness School), Executive Contact: Dave Ventimiglia

**New Leaf Academy** – A girls only (ages 10 – 14) Emotional Growth Boarding School, Hendersonville, NC - Licensure and accreditation includes: North Carolina State Board of Education, Non-Public School Residential Exceptional Children Program; Southeastern Association of Colleges and Schools (candidate) – Founded in 2005, Executive Contact: Catherine Jennings

**Northwest Academy** – A coeducational Therapeutic Boarding School, Bonners Ferry, ID – Licensure and accreditation includes: State of Idaho, Department of Health and Welfare, Child Care; Northwest Association of Accredited Schools – Founded in 1994, Executive Contact: Ruth J. McKnight, Esq.

**Santiam Crossing** – A coeducational Outdoor Therapeutic Program, Scio, OR – Licensure and accreditation includes: Oregon Department of Human Services, Child Caring Agency; Oregon Department of Education – Founded in 2004, Executive Contact: Brian MacInnes, MA

**True North Wilderness Program** – A coeducational Wilderness Program, Waitsfield, VT - Founded in 2005, Executive Contact: Tyler Maves

#### ***Provisional Members***

Provisional members must apply for Associate membership within 120 days of acceptance as a Provisional member. Please check the NATSAP website for current membership status.

**Cherry Gulch** – A boys only (ages 10 – 14) Therapeutic Boarding School, Emmett, ID – Seeking licensure from the State of Idaho – Founded in 2005, Executive Contact: Andrew Sapp, Ph.D.

**Community Connection Services** – A Home-Based Residential Treatment, Sandy, UT – Licensure includes: State of Utah, Office of Licensing, Department of Human Services, Child Placing Agency, Domestic Violence and Residential Treatment Licenses – Founded in 2000, Executive Contact: Samuel Brown

**Montcalm Outdoor Challenge** – A single gender group Outdoor Therapeutic Program, Albion, MI – Licensure and accreditation includes: Council on Accreditation; State of Michigan, Department of Education – Founded in 2005, Executive Contact: Rich Mattea

**Open Sky Wilderness** – A coeducational Wilderness Program, Durango, CO – Seeking licensure in Colorado and Utah – Founded in 2005, Executive Contact: Aaron Fernandes

**Pine River Institute** – A coeducational Therapeutic Boarding School, Toronto, Ontario, Canada – Founded in 2001, Executive Contact: Dr. Karen Minden

## **HEARTFELT GRATITUDE**

January 15, 2006

NATSAP  
Attn: Jan Moss, Executive Director  
126 North Marina  
Prescott, AZ 86301

Dear Jan and Board of Directors,

As my team and I were reflecting on the events of 2005, one overshadowing event was the devastation related to Hurricane Katrina. As a program located in Southwest Louisiana, we felt compassion for our neighbors to the East who suffered great loss, yet at the same time we were happy to offer help and to rush to aid in the help efforts. Our residents participated in several hundred hours of community service unloading trucks of food, working to help set up emergency shelters, sawing tree limbs, and pitching in wherever we could in local clean up efforts. We, as a program, felt a great sense of accomplishment, and we were very proud of our residents who rose to the occasion.

Shortly after Katrina's devastation, Hurricane Rita began making news. At first it looked like we would once again dodge the bullet, but as you may recall the projected path suddenly changed. We were supposed to be the helpers and those aiding in the efforts for hurricane victims, yet suddenly we found ourselves to be the ones in need of help. My team and I began working to evacuate our families, our operations equipment, our residents, and our valuables, knowing that evacuees from Hurricane Katrina had already filled our alternative sites of operation. We were loading trailers and trucks, yet we did not really know where we would end up.

As I sat down to begin making alternative arrangements, my phone rang before I could make the first call. To my delight it was the familiar voice of Jan Moss. She was calling to inform me that she was aware of our situation and that a fellow NATSAP program was offering accommodations for us. This offer included office space, school space, and dorms for our residents, along with housing for our staff and their families – free of charge for as long as we needed it. As a Category 5 hurricane, one of the top ten in U.S. history, was taking aim on my life's work and all that I have become responsible for, I experienced a profound sense of being small and helpless. However, in the moment that Jan called me, I took courage in knowing that I had friends out there. They were friends I had never met, but friends nonetheless because of the similar work that we do. At that moment I came to appreciate the deep sense of connectedness between programs that NATSAP helps to foster.

I would like to express heartfelt gratitude to Weaver Gaines and his staff for their offer, and to Jan Moss for her leadership. Road closures prevented us from ever reaching their program in the Austin Texas area, and we ended up riding out the storm in a church based shelter. We were able to return to our own badly damaged, but functional, facility and thankfully we did not need all that had been so generously offered. In spite of that fact, we are grateful for their consideration, generosity and the preparations made for a fellow program.

Sincerely,

*Mark Barrentine, LCSW*  
*Executive Director*  
*Evangel House*

## IN A MOTHER'S WORDS: PROGRAM GRADUATE LIVES BY TEACHINGS

Spending time with her son was no longer enjoyable. They fought continuously. She was even afraid of him. But all that changed when her son Dan went to Eckerd Youth Alternatives' (EYA) E-Sun-Alee Outdoor Therapeutic Program in Deer Lodge, Tenn., where they both found help and hope.

Here's the story of one mother.

"I was in the kitchen one day last week and Dan came in. We discussed our work schedules and so forth and then he just stood there for a moment with a thoughtful look on his face. So, I said 'What?' He replied that the next day was his one-year anniversary to be home from the program. I was flooded with a million emotions and thoughts and didn't know what to say, so I replied with 'Wow.'

Wow that it had been a year, Wow that he remembered the date and Wow what a road we'd been on. I couldn't help but think that a year and a half ago, we wouldn't have even been having a conversation. I looked at him and remembered the angry, hurt and confused kid that he had been. I can't tell you how proud I am of the young man that stood before me.

Dan is planning to return to his original high school for his last semester. He wants to graduate from there, but largely he says, to let them see what he has become. He knows that many of the faculty had written him off, but he wanted to show them that a kid can turn around.

Dan has decided on a college for next year and is very excited about it. He is working on his application and entrance essay now. Before EYA, it was doubtful that he'd ever graduate from high school, much less go to college.

He got a job, and has never missed a day or been late. I overheard his boss the other day thanking him for always being the one they can depend on.

Dan and three of his best friends have a band. They have gone into the studio recently to begin getting some of their music down for a CD he will put out.

As for friends, he has many. I know them all and like them. He talked one kid into going to his parents and getting help for a drug problem, another to ask for help with emotional problems.

Placing him in the program was by far the hardest thing I've ever done and by far the best. Dan learned so much in his short time there and it was exactly what he needed. The people there taught him to like himself and have confidence. They taught him that he could succeed. I think he realized that his life would be what he made of it.

He also told me before he left, that he loved me for having sent him there and was proud that I had been strong enough to do it.

Dan has actually taught me a few things about settling matters by

talking them out...even if it took all night until we came to an agreement or compromise. That is straight from the program!

Without the EYA program he would not have found his way to becoming the man he is and will be. I am so very proud of what he has done and the way he has chosen to live his life. He is a success.

*Warm regards,*

*Susan A.*

## AN EVENING WITH DR. LISA MACHOIAN

March 30, 2006 – Phoenix, Arizona

*Alicia Arteaga*

On March 30th I had the pleasure of enjoying a splendid Spring evening in the Valley of the Sun, and the fortuitous opportunity to dine al fresco with Dr. Lisa Machoian, author of *The Disappearing Girl: Learning the Language of Teenage Depression*, Jan Moss, Executive Director of NATSAP and Jean Courtney, Owner of Spring Ridge Academy.

Dr. Machoian was in town to present a talk later that night for the public on teenage depression and more specifically, how parents can recognize the behavioral patterns and symptoms associated with this disease.

As I sat across the table from Dr. Machoian and learned of her path to authoring this book, I could only think to myself "wow, we should all be so lucky to live and breathe the passion she has for her work." What I didn't realize was that in a few hours time, that same passion would have the ability to create a profound awareness for all who attended her lecture.

An online dictionary offers us this definition for depression: *a mental state characterized by a pessimistic sense of inadequacy and a despondent lack of activity.* Dr. Machoian's ability to speak from her heart and enthusiasm in sharing her extensive research translated this into a deep, meaningful understanding of depression, the impact it has on the lives of those suffering from it and how truly debilitating and yet invisible it can be.

Dr. Machoian began her talk by reading a passage from her book in which a young teenage girl [a subject of Dr. Machoian's studies] talked about the societal pressures from peers, television and magazines to "fit in." She spoke of her desire to please others, which meant she must quiet her own voice and become what "they" wanted her to be. This young girl found that she gave in to these pressures and believed that her self-worth was determined by what others thought of her ... she quietly succumbed to being a shell of a person, and slowly let her real being disappear.

Throughout the evening, Dr. Machoian identified the behaviors typical adolescents might exhibit and behaviors that might be indicative of depression. She also spoke of ways teenagers mask depression through acting out, defiance, and despondence. She offered tips to parents on ways to effectively communicate with their children and ways to intervene when the early signs of

depression are exhibited.

As the Question and Answer period began, the mood of the room shifted and frenzied hands looking for answers shot up in the air. It was as though the room came alive and parents and teenagers alike seemed relieved that somebody finally had insight, that somebody finally understood...that somebody finally *knew* them.

As I left the auditorium that evening, I realized that through Dr. Machoian's work, she is acknowledging this silent threat and she is giving its' sufferers the voice they are so desperately craving to be heard.

Spring Ridge Academy sponsored this talk, and when I asked Jean her purpose in doing so, she indicated she feels a need to educate parents so that hopefully they will be informed and become proactive in raising their children. I hope that our schools and programs will continue to adopt and promote community awareness events such as this. In my experience, it's worth was immeasurable to everyone present.

## **ETHICS COMMITTEE REPORT**

*Gil Hallows, Chair*

The topic of ethics continues to raise much interest among NATSAP members, as evidenced by the level of participation in both the Ethics Committee discussion and the community gathering and discussion on ethical relationships at this year's annual conference in Clearwater Beach. One of the reflections of this high level of interest is an expanded membership in the NATSAP Ethics Committee.

At a recent NATSAP board meeting held in Salt Lake City in early April, the current charge of the Ethics Committee was expanded to address some of the issues that are rising to the surface. One of the action steps that will move forward on the ethics agenda is for members of the Ethics Committee to facilitate discussions in each of the six regional conferences to be held this year. The objectives of these discussions will be raising awareness of ethics and current issues, educating on the difference between ethical principles and best practice standards and identifying ethical issues that should be addressed by NATSAP.

The committee will also conduct a review of the current NATSAP Ethical Principles, with the objectives of clarifying, determining if any principles need additional detail, determining if additional principles need to be added, and looking at how our principles interface with those of other organizations.. As a foundation for this review, the Ethics Committee has developed a survey to collect responses from members concerning any ethical issues that may currently not be addressed by the principles or any proposed modifications. Be watching for an email version of this survey. The survey will also be conducted at the regional conferences.

The Ethics Committee continues to work closely with IECA to define and raise awareness of the ethics involved in the working relationships between programs and referring professionals. The two committees will meet again to continue this theme at the upcoming IECA conference later this spring.

## **NATSAP WEBSITE**

When was the last time you visited the NATSAP website? If it hasn't been recent, you will find a multitude of changes! We encourage you to visit us from time to time as we continue to add more value to the site.

**Send It to Us!** Has your program been featured in a local or national newspaper or magazine? Have you issued a Press Release about an important event? Do you have a publication that you would like to share? Send it to the NATSAP office for posting on our website. See what we have posted so far at [www.natsap.org](http://www.natsap.org). Select News & Media, then view Press Releases and Statements under OnLine News Room and NATSAP Program Press Releases and NATSAP Program News Articles under NATSAP News.

**Keep Informed!** Did you know that you can view a summary of the Board Meeting minutes? find out what the committees are doing? view pre-audit year end financial statements? All of these and more can be found on the Member Resources page

**Conferences!** Information about our National and Regional Conferences can be found on this page – even registration forms are available at the same time we mail them.

**Writing Policies and Procedures?** The Member Resources page has policy templates for an Employee Handbook, Financial Policies and Procedures and HIPAA. Recently completed are Key Indicators and Examples of Policies and Procedures Based on the NATSAP Principles of Good Practice.

**Want more brochures?** The Proud To Be A Member brochure can be found on the Member Resources page and The National Association of Therapeutic Schools and Programs Association of Therapeutic Schools and Programs brochure can be found on the News and Media page under Artwork and Brochures

**Journal of Therapeutic Schools and Programs** - want to submit an article? subscribe? purchase a single edition? All can be found on the Journal page

Our most frequently visited page continues to be the Program Directory page - check out the SEARCH options and let us know if we need more!

## **NATSAP BOARD APPROVES INDIVIDUAL AFFILIATE APPLICATION**

The NATSAP Board of Directors has approved an individual affiliation with NATSAP to provide a way for individuals associated with our profession to become a part of the vision and mission of NATSAP. This affiliation is available to staff of our member programs, referring professionals, psychologists, psychiatrists, licensed counselors and therapists, college and university professors and students who participate in our common mission of promoting healthy growth and personal well being of program participants.

We believe offering this affiliation will provide the opportunity

individuals in our profession to become more involved in NATSAP and the work that we do as an organization and as programs, schools and affiliates. It is an option for you to keep informed and up-to-date on the activities of the organization via newsletters and special announcements as well as providing cost effective access to our workshops and conferences.

It is also an opportunity for those involved in our new and developing profession to join with their peers to establish a professional affiliation specific to the work you do.

To demonstrate our appreciation for your commitment to the mission, principles and goals of NATSAP, we are pleased to dedicate a page on our website where we will list the names of our Individual Affiliates.

The membership fee is nominal at \$75.00 per year. An individual can apply for affiliation with NATSAP at any time during the year.

## **AN INVITATION TO CONTRIBUTE TO THE NATSAP NEWSLETTER**

The Public Relations Committee developed a list of standard articles that will appear in the NATSAP Quarterly Newsletter at their last meeting in 2005. We will draw from our membership for many of these articles. We hope those articles appearing in this newsletter will inspire each of you to contribute to our future issues.

|                           |                                     |
|---------------------------|-------------------------------------|
| <b>Standard Articles:</b> | <b>This Issue</b>                   |
| <b>Success Stories</b>    | In a Mother's Words:                |
|                           | Program Graduate Lives By Teachings |
| <b>In the Trenches</b>    | Heartfelt Gratitude                 |

We are also seeking articles addressing Risk Management and are offering our members a standing invitation for comments.

We will also include the President's Corner, articles on national and regional conferences, profiles of our new members, updates from Member Services, and NATSAP Office News.

Articles can be sent to the NATSAP office at [info@natsap.org](mailto:info@natsap.org)

## **NATSAP BOARD OF DIRECTORS SETS GOALS**

The NATSAP Board of Directors gathered in Salt Lake City to set the goals for 2006 with an eye towards the future. The committee structure, chaired by Board members, continues to be a strong component of NATSAP, which was evident in the accomplishments in 2005. Given this success, the Board continued their planning based on this structure.

### **New Committees**

#### ***Outcome Research***

Dr. John Santa was selected as Chair of this committee and was

chartered with developing the committee; conducting an Outcome Research Summit as well as conducting a survey to determine what research currently exists, developing a demonstration project and developing a workshop / presentation on research for the 2007 National Conference.

### ***Public Policy***

The Board recognized the need for, and established, a Public Policy Committee. We are fortunate to have Dr. Karen Fitzhugh from King George School and a new Board member as the Chair for the committee. Dr. Fitzhugh has spent many years in both clinical and administrative roles in the behavioral healthcare field and has a lengthy career as a mental health advocate. Dr. Fitzhugh was chartered with developing the purpose of the committee, determining committee members, identifying advocacy opportunities, and developing a workshop on "Legislation, Politics and Advocacy".

### ***Staff Certification***

Craig LaMont, Telos Residential Treatment, presented a proposal to the Board at the November meeting to establish a NATSAP staff certification program. The committee was established at this meeting with newly elected board member John Stewart as Chair. The committee will develop the core curriculum for individual certification; develop the certification process; develop a plan to implement the certification process; and to develop and present staff certification workshops at national and regional conferences. The committee begins with these members: Joel Agate (Telos Residential Treatment), Amy Jeppesen (La Europa Academy), Craig LaMont (Telos Residential Treatment), Ruth McKnight (Northwest Academy), Craig Smith (Discovery Ranch), and Dan Stuart (Island View)

### **Existing Committees**

#### ***Education***

John Mercer remains the Chair of this committee with plans to develop a comprehensive accreditation process that could be applied to a variety of different programs including both therapeutic schools and home based residential programs using the NATSAP ethics and standards; develop a written position paper about the need for educational ethics in NATSAP programs and how utilizing the existing standards helps NATSAP programs maintain ethical practices in relation to both curriculum and the awarding of credits; make a recommendation to the ethics committee about the possible inclusion of an ethical principle related to education; examine and develop ways to improve the quality of education across programs (furthering vs. fragmenting); and facilitate presentations at the regional and national conferences that would address the integration of therapy and education. Serving on the committee are Sharon Bitz (Mount Bachelor), Rick Buening (Academy at Sisters), Kirk Farmer (Logan River Academy), Joe Gubbins (Spring Ridge Academy), Brent Hall (Discovery Academy), Laurie Laird (New Haven), Kari Mayeski (La Europa Academy), Frank McDermott (Elan School), James Meyer (Oakley School), Pam Nielson (Cedar Ridge Academy), Renee Pancoast (La Amistad), Sid Parham (Family Foundation)

Carol Santa (Montana Academy), John Santa (Montana Academy), Ken Steiner (John Dewey Academy), and Glenn White (Dragonfly Adventures)

### ***Ethics***

Gil Hallows continues to chair this committee, which has expanded its members. Mr. Hallows will lead the committee in facilitating ethics discussions at regional conferences to raise awareness, identify issues, and educate our members. The committee will provide a guide to the use of the NATSAP Ethics and Principles of Good Practice and provide a written description of the process of managing ethical complaints. The committee will work in partnership with the Education Committee in developing ethics in education. Serving on the Ethics Committee are Lorri Hanna (Soltreks), Jeff Holloway (Hidden Lake Academy), Ken Huey (West Ridge Academy), Penny James (Explorations), Ed Levin (Spruce Mountain Inn), John Mercer (Mission Mountain), James Meyer (Oakley School), Paul Smith (Catherine Freer Wilderness Therapy Expeditions), Dave Ventimiglia (Monarch Center for Family Healing), Josh Watson (Hidden Lake Academy), Joe West (SunHawk Academy), and Will White (Summit Achievement)

### ***Member Services***

Craig Rodabough and his committee will be responsible for implementing tracks at the 2007 Conference; continuing to identify the needs, and improvement, of the Member Resources website; establishing a buying cooperative; promoting the Individual Affiliate to the staff of our member programs; and assessing the viability of NATSAP sponsored tours of our member programs. Serving on the committee are Jeff Anderson (Center for Change), Julie Brown (Gateway Academy), Jacqueline Danforth (New Horizons for Young Women), Cheryl Kehl (Second Nature), Sharon Laney (Three Springs), Paula Leslie (Aspen Achievement), Alan Misbach (Willow Creek School), Norm Ostrum (Montcalm School for Boys), Audrey Peavey (New Horizons for Young Women), Angie Senic (Alldredge Academy), and Adam Tsapis (Summit Achievement)

### ***Membership***

Amy Jeppesen, newly elected Board member, assumed the responsibilities as Chair of this committee with outgoing Chair, Will White, remaining as a committee member. The committee will continue to clarify and review the program type definitions and will provide a recommendation to the Board on membership categories. Others serving on the committee include Joel Agate (Telos Residential Treatment), Gretchen Boyer (Montana Academy), Jan Ellison (National Deaf Academy), Gay Jackson (Island View), Steve Nielsen (Willow Creek School), Sid Parham (Family Foundation School), and Jane Samuel (Three Springs).

### ***Public Relations***

Dr. Michael Berrett will lead his committee in educating affiliate industry professionals on NATSAP and the work of our members; contracting with a media specialist to develop and distribute a NATSAP media kit; increasing the visibility of the website; and creating a strategy to create articles on the website and newsletters with the goal of increasing information for families and professionals. Rosemary Tippet will join with the committee in support of these goals and continue her efforts in developing alliances with like/like-minded associations. Joining Dr. Berrett on the committee are Ken Allen (West Ridge Academy), Martha Chamberlain (Eckerd

Youth Alternatives), Kimball DeLaMare (Island View), Clinton Dorny (Discovery Ranch), Brad Gerrard (Academy at Canyon Creek), Penny James (Explorations), Sarah Mack (Catherine Freer Wilderness Therapy Expeditions), Chris Nadasi (Summit Preparatory School), Paul Smith (Catherine Freer Wilderness Therapy Expeditions), Mark Ward (Willow Creek School), and Richard Williams (Three Springs)

## **2007 NATSAP NATIONAL CONFERENCE**

### **CALL FOR PAPERS**

### **DEADLINE:**

**JUNE 16, 2006**

### **DOWNLOAD AT:**

**[www.natsap.org/conference.asp](http://www.natsap.org/conference.asp)**

**ORDER FORM**

Name: \_\_\_\_\_

Organization: \_\_\_\_\_

Address: \_\_\_\_\_

City/State/Zip: \_\_\_\_\_

Phone: \_\_\_\_\_

Fax: \_\_\_\_\_

\*\*\*\*\*

**2006 NATSAP Conference Rate (*Expiration March 15, 2006 – Extended to June 15, 2006*):**  
\$10.00 each

**Number of Journals** \_\_\_\_\_ x \$10.00 = \$ \_\_\_\_\_

**Shipping and Handling Charges Due (*see below*):** \$ \_\_\_\_\_

**Total** \$ \_\_\_\_\_

**Shipping Charges:**

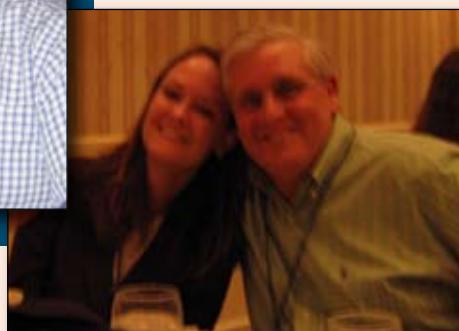
1 Journal.....\$ 2.07  
2 to 3 Journals.....\$ 4.05  
4 to 15 Journals.....\$ 8.10  
16 to 30 Journals.....\$16.20  
30 or more.....contact the NATSAP office

**This form also serves as your invoice.** Payment must accompany your order. We do not accept credit cards and we will not accept faxed orders. Thank you.

**NATSAP**  
**126 N. Marina, Suite 2**  
**Prescott, AZ 86301**  
**Questions? Call (928) 443-9505**  
**Email: [info@natsap.org](mailto:info@natsap.org)**



## 2006 NATSAP NATIONAL CONFERENCE FEBRUARY 2-4, 2006 *Clearwater Beach, FL*



"If you have  
knowledge, let  
others light their  
candles in it."

*Margaret Fuller*



### 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  
126 N. Marina, Ste. 2  
Prescott, AZ 86301  
Phone: (928) 443-9505  
FAX: (928) 445-9507  
E-mail: [info@natsap.org](mailto:info@natsap.org)  
Web: [www.natsap.org](http://www.natsap.org)

1ST QUARTER  
2006

## NATSAP 2006 Regional Conference Schedule

**MAY 12, 2006**  
**MONTANA REGIONAL CONFERENCE**  
**KALISPELL, MONTANA**

**JUNE 15, 2006**  
**UTAH REGIONAL CONFERENCE**  
**SPRINGVILLE, UTAH**

**AUGUST 10-11, 2006**  
**NORTHWEST REGIONAL CONFERENCE**  
**BEND, OREGON**

**SEPTEMBER 15, 2006**  
**SOUTHERN UTAH REGIONAL CONFERENCE**  
**ST. GEORGE, UTAH**

**SEPTEMBER 28-29, 2006**  
**NORTHEAST REGIONAL CONFERENCE**  
**KENNEBUNKPORT, ME**

**OCTOBER 13, 2006 (RESCHEDULED FROM JUNE 9, 2006)**  
**SOUTHEAST REGIONAL CONFERENCE**  
**DAHLONEGA, GEORGIA**



National Association of Therapeutic  
Schools and Programs  
126 N. Marina  
Prescott, AZ 86301

TO:

# NATSAP NEWS

The National Association of Therapeutic Schools and Programs

2ND QUARTER 2006



## BOARD OF DIRECTORS

John Santa, President  
Montana Academy

Sharon Laney, Vice-President  
Three Springs, Inc.

Craig LaMont, Treasurer  
Telos Residential Treatment

Will White, Secretary  
Summit Achievement

Michael Berrett  
Center for Change

Richard Chorney  
Grove School

Karen Fitzhugh  
King George School

Gil Hallows  
Aspen Achievement Academy

Penny James  
Explorations

Amy Jeppesen  
La Europa Academy

John Mercer  
Mission Mountain School

James Meyer  
The Oakley School

Craig Rodabough  
Logan River Academy

John Stewart  
New Haven

Paul Smith, Ex-Officio  
Catherine Freer Wilderness  
Therapy Expeditions

Kay Davison, Ex-Officio  
Educational Consultant

**NATSAP OFFICE**  
Jan Moss, Executive Director  
126 N. Marina, Ste. 2  
Prescott, AZ 86301  
Telephone: (928) 443-9505  
E-mail: info@natsap.org  
Web: www.natsap.org

## A HELPING HAND

*Sue Fay, Montcalm School for Girls*



On March 31, a strong tornado hit just 6 miles from the Montcalm School for Girls campus in Van Wert, Ohio and damaged a lot of property in the area. For those who were affected by the tornado, it was devastating. The girls of Montcalm Schools were called into action and we helped clean up after this natural disaster.

At first we didn't know what to expect because none of us had ever seen a tornado, let alone cleaned up after one. We all agreed while driving out to the location, which was in nearby Ohio City, that we hate cleaning (housework that is). But we knew that helping out others would be the right thing to do, whether it was fun or not.

The site of the tornado was amazing. Debris was everywhere. A barn was torn apart across at least a one mile radius and there were roof shingles everywhere. Huge chunks of metal surrounded us.

Although this was overwhelming for all of us, we quickly got on the job. All of us worked side by side with the Montcalm staff, Mr. Myers, our outdoor education instructor, numerous other community volunteers and the families whose property was destroyed. While cleaning up the debris, all of the girls were encouraging each other, using our teamwork skills, and making something that was once a negative into a positive. Working together, we cleaned up the field in just a few short hours.

Even though we were helping others, we were helping ourselves too. It made all of us realize how fortunate we were that it didn't happen to us. Each and every one

of us had a sense of pride. Cleaning up the debris from the tornado taught us not to be selfish and to be thankful for what we do have. We saw that people needed our help, so that's just what we gave them!

Mr. Kocab told us he was very proud of what we had done and said that numerous community members had called to thank us for helping. At the end of the day, we all looked back and realized that we put our thoughts and fears aside for a better cause. If we were given the opportunity again, each and every one of us would take it in a heartbeat!

## 6TH ANNUAL UTAH CONFERENCE SURPASSES 2004 NATIONAL CONFERENCE ATTENDANCE

*Brad Gerrard, Academy at Canyon Creek*

This year's 6th Annual Utah Regional Conference was a great success. We had just over 400 attendees from nearly all Utah programs and several programs from various parts of the country as well. Dr. Kevin McCauley, M.D., Director of Medical Education for Sober Living by the Sea was our featured Keynote speaker and spoke about Addiction as a Disease and its effects on the family. A total of 3 sessions and 11 presentations were held throughout the day with such featured topics as "Myths & Realities in the Treatment of Predatory Sexual Behaviors, Non Verbal Learning Disorders, The Art of Reducing Resistance and even one titled Cow

Pies and Horse Pucky...What Does That Have to Do with Therapy?" The day was closed with an update from Gil Hallows, Chair of the ethics committee and Jan Moss, NATSAP Executive Director who spoke on the preliminary findings from the ethics surveys and an overview of the NATSAP ethical principals.

Based on the almost 100 evaluations received, the most valuable aspect of the day was the opportunity to network and learn from presenters and other program staff. Anthony Mosier, President of the NATSAP Utah Chapter will be calling volunteers for next year's conference committee, which will be held on April 19, 2007. As we are getting much too large for any sane program to host the event, the conference will be held at Thanksgiving Point in Lehi, Utah. Based on additional feedback, the call for papers notification will

*"The best way to find  
yourself is to lose yourself  
in the service of others."*  
--- Mahatma Gandhi

## IN THIS ISSUE...

## A Helping Hand

.....Front Cover

## 6th Annual Utah Conference

.....Front Cover &amp; Pg. 1

## NATSAP's Newest Committee.....Pg. 1

## President's Corner

.....Pgs. 1 &amp; 2

## A Privilege to Serve You.....Pg. 2

## Risk Management

.....Pg. 3

## Public Relations Committee Update

.....Pg. 3

## Student Government

.....Pg. 4

## 15 Years Later

.....Pgs. 4 &amp; 5

## 2006 Directory

Updates.....Pg. 5

## NATSAP Membership

Status Change.....Pg. 5

## Welcome New

Members.....Pg. 6

## Member Program

Notices.....Pg. 6

## An Invitation.....Pg. 6

## 2006 NATSAP Regional Conferences

.....Back Cover

**6<sup>TH</sup> ANNUAL UTAH CONFERENCE CON'T.**

be sent to all conference attendees in early January of 2007. It's never too early to begin thinking about presenting that "cutting edge" topic for next year.

Thanks to the following committee members who made it possible, Robin Stephens, Aspen Education Group, Kimball Delamare, Island View, Bob Marshall and Brad Gerrard, Academy at Canyon Creek, John Karren, Second Nature, Tori Ballard, Discovery Academy, Corbin Linde, Birdseye Boys Ranch and Jeff Smith, Logan River Academy.

Thanks as well to the Academy at Canyon Creek staff who worked hard setting up and tearing down the event.

A special thanks to both Jan Moss and Alicia Arteaga for providing a significant amount of support to make this a success. We look forward to your involvement in next year's conference.

**NATSAP'S NEWEST COMMITTEE IS OFF AND RUNNING...**

The meeting held May 4, 2006 in Chicago brought together many interested and talented professionals who recognize the need to establish a Public Policy Committee. We are grateful to these professionals for investing their time and talent. This group is led by Dr. Karen Fitzhugh, who has spent many years in both clinical and administrative roles in the behavioral healthcare area and who has extensive experience as a mental health advocate. Dr. Fitzhugh and her colleagues articulated the purpose of the Committee:

*The NATSAP Public Policy Committee will promote federal policies favorable to children and families needing the services of therapeutic schools and programs. The Committee will assess federal policies affecting therapeutic schools and communities, identify the strengths and commonalities of members, set realistic goals and create a practical strategy to attain those goals. The Committee will serve as a resource to NATSAP members and the state and regional NATSAP chapters. Committee members are:*

Karen Fitzhugh, PhD, Chair - *King George School*  
Jared Balmer, PhD - *Island View*  
Martha Chamberlain - *Eckerd Youth Alternatives*  
Kimball DeLaMare - *Oakley School*  
Penny James - *Explorations*  
Michael Merchant - *ANASAZI Foundation*

The Committee has accomplished a great deal during one face-to-face meeting and several teleconference

calls. The Committee approved a proposal from DCBA Law, PLLC to serve as an advisor and ally to further the development and execution of public policy strategies to meet our national needs. DCBA Law's experience and their commitment of heart along with NATSAP's commitment combine to make this a unique relationship qualified to work on government related matters. The NATSAP Board has approved our partnership with DCBA Law to assist with our government affairs activities.

The Committee has also reviewed the Miller Bill (H.R. 1738) in detail, documenting the key points to be addressed with the legislation. The document states that NATSAP has no issues with the general intent of the bill in that the bill requires each State to have licensing regulations in place that stipulated the parameters of care provided to the minor population.

The Committee also agreed that the creation of a coalition with like-minded associations who share our issues and concerns should be a priority for NATSAP.

Rosemary Tippet, NATSAP Director of Public Relations, continues to build relationships with such national associations and works directly with the Public Policy Committee. We are proud and excited about the work of this Committee and what it has established in a limited amount of time.

Jan Moss and Rosemary Tippet recently returned from Washington, DC where they met with Mark Covall, Executive Director of the National Association of Psychiatric Health Systems, Tim Briceland-Betts, Senior Government Affairs Director with the Child Welfare League of America, and congressional staff members. The meetings were successful and will serve as a foundation for the continued work in advocacy on the behalf of our members.

**PRESIDENT'S CORNER**

*John L. Santa, Ph.D.*

Recent news articles have caught my attention by highlighting several alarming trends. Education Week recently reported that the national high school drop out rate is over 30%, with many states and urban areas exceeding 50% drop out rates. The total drop outs each year amount to more than 1.2 million students failing to graduate with their peers. An article in the *New York Times* (June 15, 2006) was titled "The DNA Age: That Wild Streak? Maybe it runs in the Family" suggesting that risk taking behavior at least in mice might be linked to a particular gene. And the *Journal of the American Academy of Pediatrics* recently published a summary of the rising prevalence of antidepressants among US youths (Zito, et al., Vol 109,5, May 2002, pp721-727)

## PRESIDENT'S CORNER CON'T.

United States has risen by more than 350% from 1988 to 1994. More recent summaries suggest the use of antidepressants has continued to increase similarly in the past decade. In fact, an article in *Psychiatric Times* reports that in 2005 psychiatrists included in their top ten prescriptions more than 17 billion doses of antidepressants, 8 billion doses of anti-psychotics, 2 billion mood stabilizers, and more than 8 billion stimulants in a single year. These are astounding numbers, and one can only imagine how large they might be if the count were expanded to include all psychotropic prescriptions by family practitioners and all other specialties.

So, why have these assorted headlines caught my attention and how are they at all relevant to NATSAP member programs? First, the drop-out rate suggests a major failure in our culture to contain adolescents and create necessary identification with adult societal values. I believe this lack of cultural containment will lead to a vast increase in demand for NATSAP programs since most of our programs reconnect adolescents with basic values and responsibilities. Second, the emphasis on genetic explanations and psychotropic treatment reflects an increasing trend to the use of a medical/biological level of diagnosis and treatment. The biological focus often ignores psycho-social treatments in an effort to make sense of adolescent struggles at the level of the synapse.

Pharmaceutical companies, government agencies, insurance companies and managed care organizations all have considerable economic interest in containing treatment costs, limiting access to service, and addressing treatment entirely within the medical model. As they market diagnosis by symptom cluster and manualized short term treatments coupled with medications aimed at cost containment and symptom abatement, pressure will mount to justify our out of home, longer term placements as effective "evidenced based" interventions.

Over the past fifteen years I have seen first hand the effectiveness of psycho-social milieu based, non-pharmaceutical intervention. Our impacts are not simply on immediate reduction in symptoms, although contained and nurturing environments do tend to provide remarkably fast symptom amelioration. Rather, our programs create contexts for true maturation and healthy character development in adolescents.

In this next period of time NATSAP as an organization, and programs both collectively and individually must come together to see how we can document our true impact. We urgently need relevant research aimed at creating appropriate diagnoses and measures of effectiveness. We cannot rely exclusively on measures of symptom abatement, or standardized indices of achievement and behavior. We must ask what we aim to change, what are the true agents of change in our programs, and how transportable are our effects. If we think the most important changes involve character development, morality, empathy, relationship success and engagement in the tasks of adult life, then we must define these qualities, and propose ways of measuring our effect.

What I am suggesting is that we as a profession must define our own measures of success and effectiveness. If we derive our own legitimate measures and are able to demonstrate effectiveness, as I am confident we can, then we have a chance of succeeding and protecting

the creative psycho-social approaches we have all developed. If we wait passively to be measured by the standards imposed by governmental agencies, or compared to drug treatment and manualized treatments in terms of effect on *their* measures, we will fail and be absorbed into a standardized managed care world.

## A PRIVILEGE TO SERVE YOU

*Rosemary Tippet*

*NATSAP Director of Public Relations*

It is true that excellent customer service helps make our schools and programs more successful and profitable. It is also true that excellent customer service in any business is the right thing to do. Most of all, being kind and treating others with respect is a basic part of human relationships which you all teach daily.

It has been natural over the years to develop personal relationships with those who share my passion in this profession. Those of you who have chosen residential treatment for young people as a career path are in a unique position. You have nothing tangible to sell your customers, though they write you large checks. You have no object they can feel or touch - you only have yourselves and your dedicated staff who have chosen this as their life's work. Service businesses are and should be about relationships, and relationships are about feelings, as stated in "Selling the Invisible" by H. Bechwith.

As NATSAP member programs, you are in the unique position of being entrusted by the referral sources and professionals that recommend your schools and programs to families in need. You then are given the ultimate prize when a family in need entrusts you with their most precious possession: their child. You not only provide effective care and education to struggling young people and their families, you also comfort and create meaningful and trusting relationships daily with both clients and customers. You do this by striving to fulfill program obligations and to add a personal touch to relationships with referral sources, families and each other as you do your daily work. Your small gestures make everyone with whom you come in contact feel special.

I thank each of you for the privilege of representing NATSAP as I work to create relationships on behalf of you and NATSAP. I am able to speak to our greatest adversaries due to the wonderful work you do. Of course, it is always a pleasure to talk with those who are our supporters. I hope you will find that, through my travel and contacts, I am creating a large group of allies for NATSAP and each of you.

Please watch for more e-mails from me as I communicate to you on behalf of our active committees. Please feel free to contact me directly at [rosemary@natsap.org](mailto:rosemary@natsap.org).

## **RISK MANAGEMENT---MORE THAN JUST THE SAFETY COMMITTEE**

*Beverly Richard, ACSW, LCSW  
Senior Vice-President of Operations  
Performance at Three Springs, Inc.*

So, what's your worst nightmare in the management ranks of your residential treatment company? We all know the answer immediately, the death or serious injury of one of our residents. We certainly hope it will never happen to us, and we even feel remorse for our competition when it happens to them, because we know it is only a breath away for any of us.

I'm sure at the very least we all have safety committees within our programs. They may have comprehensive agendas that range from the frequency and duration of fire drills, to inspection of vehicles and machinery and even the numbers of incidents for the month/quarter broken out by categories. If you are a CARF or JCAHO accredited facility, the safety committee may be charged to do investigations of incidents and even root cause analysis to determine causes and identify alternative actions. You may be looking at sentinel events, which would include incidents and even near misses. You may be going the ultimate mile and actually using your information to make changes in your program to decrease these incidents. Lots of work and admiral intent.

But how many of our organizations have a true risk management philosophy and comprehensive program at work within our organization? If you've reviewed the literature on this, it makes your mind reel with the arms that this octopus can have. Should you approach risk management like insurance companies and do loss runs? How to determine the aspect of losses within a company of even average size? It would need to include both resident-related issues and employee-related issues, of course. What about worker's comp claims and the days lost from work due to those injuries? What about those EEOC complaints and the man-power it takes to answer those? What about the inherent risk of our business as opposed to those situations that perhaps we could manage better? Oh my gosh, if we do too much risk documentation, will it be discoverable if we go to court? And we haven't even discussed the losses through civil actions against our companies that surround resident-care issues

Well, I certainly don't have all the answers to these questions, but I am well aware that if I am not asking the questions, then I am not doing the best job possible of helping my company to manage risks. Presently Three Springs is on a risk management training push to get these ideas out to all of our locations. We want to go beyond where we are now. We want to begin our new organization-wide risk management program by helping our program administrators to identify exactly what risk can mean, both at the program level, and at the corporate level. We want to engage every employee at every program in a comprehensive risk management philosophy. We want to use examples from within our own company to teach by, so that we can get down to the grass-roots level of these problems. Our HR and Program Development departments are researching literature from the industry and compiling historic data from Three Springs to use as examples of what we should have learned from in the past, but were, perhaps, never taught. We have decided to come totally out from under any veil of sensitive information within our own ranks so that

we can feel positive about learning from each other, at all of our programs. After all, we surely understand that to make mistakes makes us human, but to keep on making the same mistakes over and over again, simply makes us foolish.

At Three Springs, we'll be learning by doing. And we want to urge all NATSAP members to examine their own Risk Management programs. We hope that we can all share ideas and workable solutions through insightful articles in this newsletter so that we can all benefit from what doesn't work----but more importantly, what does.

## **PUBLIC RELATIONS COMMITTEE UPDATE**

*Rosemary Tippet  
NATSAP Director of Public Relations*

Dr. Michael Barrett continues to lead our active Public Relations Committee and works closely with Rosemary Tippet, NATSAP Public Relations Director. With the Committee's approval, Rosemary has secured the services of a media specialist. This professional will assist with the development and distribution of a NATSAP media kit. NATSAP members will be given the opportunity to learn more about the media kit and how to best utilize the press to disseminate information at a workshop which will be offered at our 2007 annual conference.

The Public Relations Committee members encourage each NATSAP member program to assist in our public relations campaign by utilizing NATSAP brochures while attending local and national conferences. We also urge you to post our NATSAP logo on your website to show your affiliation with our association. We further encourage you to help us respond to negative publicity with response letters to editors of your local newspapers as well as larger news distribution sources. The Committee feels strongly that as an association NATSAP should focus its efforts on educating other associations and professionals on our vision and mission.

Several members of the Committee are also working on increasing the information to parents and professionals on the website.

As we join together each and every day to make a difference in the lives of the clients we serve, we can and must pull together to educate the public at large on what we do and who we are. Collectively, we have a large voice that needs to be heard. "None of us is as smart as all of us." The Public Relations Committee members look forward to partnering with each of you as you join us in our public relations efforts.

The Public Relations Committee invites you to contribute to our newsletter and our website by submitting articles to be considered for publication. All articles including press releases can be sent to the NATSAP office at [info@natsap.org](mailto:info@natsap.org).

## STUDENT GOVERNMENT

*Larissa Taylor, Teacher*

Johann Wolfgang von Goethe said, “The best government is that which teaches us to govern ourselves.” At New Haven School, the United States Government class has been learning this lesson. The US Government class is designed to introduce students to the basic founding principles of our governing system, the structure of our government, and the rights and responsibilities of citizenship. Additionally, students learn what a democracy is and what it needs to stay strong and stable. A democratic form of government relies heavily on the participation of its citizenry. In order to assist my students in understanding this concept and to give them practice in other useful skills, my US Government class has created a student body government. I had three goals in mind when giving my students this responsibility:

1. Allow students an opportunity to practice and experience the topics discussed in class.
2. Allow students an opportunity to gain important life skills such as compromise and delegation.
3. Allow the students to work together to create a better school environment.

Initially, I wanted my students to have some real world experience with the principles and practicalities of government. Students were first given the assignment to develop a New Haven School Constitution. This required them to think about the principles the government would stand for, the structure of the government and the goals of government. The process itself was difficult, but enriching for the students. They were able to tie their own experiences to those of the Founders and used the US Constitution as a blueprint for their own constitution. Once the constitution was completed, students then had to hold elections for government offices. This gave them the opportunity to practice running campaigns and voting, both topics they were learning in class. Finally, the student government itself was assembled and began meeting to plan activities, and to address problems and concerns of the students and administration. Through government meetings, the students have practiced some of the skills, such as passing legislation and experienced some of the problems dealt with by bodies such as state legislatures, or the US Congress. The student government has been an excellent way for students to practice what they are learning in the classroom and to see it applied to real world situations. This, in turn, has increased their ability to understand classroom concepts.

As students experienced the process of forming a student government and, then began to participate in it, they began to develop important life skills. Governments require members who are willing to discuss and compromise, who delegate and take responsibility, who weigh options to develop good solutions to problems. Our students have had the opportunity to practice all these skills. At every meeting, the student government discusses suggestions the student body has made. These suggestions range from very small issues to major concerns. As a government, the students must discuss the various suggestions and work together to develop solutions whenever possible. Additionally, the government plans and puts on activities for the student body. The government officials must divide the work and be responsible about pulling it all together. These invaluable skills are necessary

for individuals to acquire in order to work and succeed in life. Students also have the opportunity to meet with and present to administrators and other important people in the school community. This experience gives them an opportunity to practice speaking, listening and compromise skills as they bring up ideas and concerns and work with the administration. Student government is an excellent way to help students practice important life skills.

The final goal of the student government was to give students the opportunity to influence their school community in a positive way. Attending school at a treatment center is a different experience. In many ways, these students have few choices about what goes on in their daily life and few ways to make changes. The student government gives students a way to speak up and institute change, but in a very organized and positive way. It also gives the rest of the student body a voice with the administration. The student government plans activities to bring the student body together and help them feel more positive about the school and the program. One activity the student body organized was a spirit week. Students dressed up and were encouraged to speak positively, to help others and to just be better. At the end of the week, the student government sponsored an ice cream social. It was a great experience. The student body also worked with staff and teachers to propose changes to some of the program rules. Government officials took suggestions from the girls and talked to different administrators. A formal proposal was written and submitted for consideration. Student government gives these students a way to participate in the community and to make changes in very appropriate ways.

Assisting the student government in its creation and running has been such a pleasure for me. I see the impact being a member of the student government has on the students. They feel more positive about themselves and their position at New Haven. They work hard and have achieved some great things on behalf of other students. They have learned practical skills, which will carry them far as they enter the real world. They have increased their knowledge and understanding of our government system and are better prepared to be good citizens. Of course, it is a lot of work and not everything runs smoothly, but the experience has been rewarding for me, the student government and the student body. I am excited for the future growth, progress and change possible with this program

## 15 YEARS LATER: A LETTER FROM A FORMER THREE SPRINGS STUDENT

I graduated from Paint Rock Valley at the age of 16 and am 31 years old. I now live happily in Sarasota, Florida. I'd be lying if I said that my life has been a smooth, flawless ride since my Three Springs days, but the teachings I picked up there have been a solid foundation of my existence.

I learned important qualities and life steps such as being responsible for my self, not fearing success, self-confidence, self-reliance, and most importantly, Three Springs taught me the value of living life clean. I am now living in a wonderful southern home with a nice load of pets and two and a half acres of land. I work as the assistant Registrar for New College of Florida, the Florida honor's college.

After Three Springs I found the motivation to finish high school and go on to receive a college degree. Although I wish I had kept these values close to my judgment for my entire post Three Springs life, I always seemed to go back to them. After a long haul, I find myself volunteering at different centers to help troubled teens and young adults, mainly by sharing my experiences with them. Although I can't pretend to know anything about what kids are into these days, I think I'm not too old to understand what they might be going through.

A powerful program like Three Springs can be a saving grace in this day and age. I know many people will write and express how well the program has done for them and how well they have done since leaving. I wanted to express that even with someone who graduated fifteen years ago and continued to have troubles doesn't have to given up on the teachings. Even through my continuing issues, I was able to lead myself through it to small victories. Just because you mess up doesn't mean you have to give up. Every client who comes through that program will come out with the same values. Even if they don't make the greatest decisions, they'll have the tools to pull through.

Although I'm not president or CEO of a major corporation, I'm also alive and not in prison. My life is a happy one and I don't struggle too much. I am able to share my experiences to help others and my attitude stays on the bright side for the most part. These things I am very thankful for and owe a lot of my ability to pull through and make a life for myself to Three Springs. So, in short, thank you for everything you did for me and especially everything you do for others.

## 2006 DIRECTORY UPDATES

Please note the following corrections in your 2006 NATSAP Directory:

Academy At Swift River  
Individual Psychotherapy Available: Yes

Aulder Academy  
Executive Contact: Jane Samuel  
[jane.samuel@threesprings.com](mailto:jane.samuel@threesprings.com)  
Admissions Contact: Brienne McKay  
[brienne.mckay@threesprings.com](mailto:brienne.mckay@threesprings.com)

Benchmark Young Adult School  
Website: [www.BenchmarkYoungAdultSchool.com](http://www.BenchmarkYoungAdultSchool.com)  
Phone: add Office Phone (909) 307-3973  
Fax: (909) 793-5090  
Admissions Email: [admissions@benchmarkyas.com](mailto:admissions@benchmarkyas.com)

Bromley Brook School  
Admissions Contact: Lawrence Muttu

Buxmont Academy  
Richard Kardon email: [rkardon@cfsbuxmont.org](mailto:rkardon@cfsbuxmont.org)

Fulshear Ranch Academy  
Phone (281) 346-2225

Please note the following corrections in your 2006 NATSAP Directory Con't.

King George School  
Telephone Number: (802) 467-1200

New Leaf Academy of North Carolina  
Telephone Number: (828) 697-5029

Optimum Performance Institute  
Membership status: Full

Provo Canyon School  
Executive Contact: David Melear

Ridge Creek  
Executive Contact: Steve Sorrells

San Cristobal Ranch Academy  
Executive Contact: David C. Johnson, M.Ed.

St. Paul's Preparatory Academy  
Admission Director: Donna Wittwer

## NATSAP MEMBERSHIP STATUS CHANGE

We are pleased to announce the change in membership status in 2006 for the following schools and programs:

### From Associate To Full Membership Status:

Echo Springs Transition Study Center  
Transitional Independent Living and Young Adult Program

F.L. Chamberlain School  
Therapeutic Boarding School

Life Designs  
Young Adult Program

Lone Star Expeditions  
Wilderness Program

Montcalm School for Girls  
Therapeutic Residential Treatment Center

Northwest Passages  
Transitional Living Facility

Optimum Performance Institute  
Young Adult Program

Second Nature Entrada  
Outdoor Therapeutic and Young Adult Program

Spring Lake Ranch  
Residential Treatment Center

Star Meadows Academy at Hope Ranch  
Therapeutic Boarding School

Telos Residential Treatment  
Residential Treatment Center

Three Rivers Montana  
Wilderness Program

Uinta Academy  
Residential Treatment Center

#### **From Provisional To Associate Membership Status:**

Academy at Canyon Creek  
Residential Treatment Center

Betton House  
Transitional Independent Living Program

Discovery Ranch  
Residential Treatment Center

Transitions of Galveston Island  
Young Adult Program & Transitional Independent Living

True North Wilderness  
Wilderness Program

Willow Creek School  
Residential Treatment Center

### **WELCOME NEW MEMBERS**

*Jan Moss*

Please join me in welcoming our two newest members to the NATSAP family.

**Eagles Nest School for Boys** is an Emotional Growth Boarding School located in Victor, Colorado. They serve boys ages 13 to 17 and are a College Preparatory school. They are licensed by the State of Colorado, Department of Human Services, Division of Child Care as a Residential Child Care Facility. William W. Dean is their Executive Contact and Carol Grieve is their Admissions Contact. They can be reached at (719) 687-1032. Their email address is [carol@eaglesnestschool.com](mailto:carol@eaglesnestschool.com). They join us as an Associate Member.

**Elk River Wilderness Challenge**, a division of The Pinnacle Schools, is an Outdoor Therapeutic Program located in Elkmont, Alabama. They are coeducational, serving youth from the ages of 12 to 18. They are licensed by the State of Alabama, Department of Youth Services, as an Outdoor Adventure-Based Treatment Program. Their Executive Contact is Mike Watson and their Admissions Contact is Beth Ragland. They may be reached at (256) 519-9144. Their email address is [bragland@pinschools.com](mailto:bragland@pinschools.com). They join us as an Associate Member.

### **Membership Renewal**

We are pleased to announce that **Hunter School**, a Therapeutic Boarding School in Romney, New Hampshire has renewed their NATSAP membership. Updated information can be found on the NATSAP website [www.natsap.org/search.asp](http://www.natsap.org/search.asp)

## **MEMBER PROGRAM NOTICES**

### **Closures**

**The Walker Center for Alcoholism and Drug Abuse** announced the closing of their Adolescent Treatment Program and Adolescent School effective July 1, 2006. The adult treatment program will remain open.

**Three Springs of Blue Ridge**, an Outdoor Therapeutic Program, announced their closure on June 5, 2006.

## **AN INVITATION TO CONTRIBUTE TO THE NATSAP NEWSLETTER**

The Public Relations Committee developed a list of standard articles that will appear in the NATSAP Quarterly Newsletter at their last meeting in 2005. We will draw from our membership for many of these articles. We hope those articles appearing in this newsletter will inspire each of you to contribute to our future issues.

**Standard Articles:**  
**Success Stories**

**This Issue**  
15 Years Later: A Letter from a  
Former Three Springs Student

**In the Trenches**

A Helping Hand

We are also seeking articles addressing Risk Management and are offering our members a standing invitation for comments.

We will also include the President's Corner, articles on national and regional conferences, profiles of our new members, updates from Member Services, and NATSAP Office News.

Articles can be sent to the NATSAP office at [info@natsap.org](mailto:info@natsap.org)

**DON'T MISS THE NEXT ISSUE OF THE:  
JOURNAL OF THERAPEUTIC SCHOOLS  
AND PROGRAMS (JTSP)**

**VOLUME I, ISSUE II**

**PUBLICATION DATE: SEPT. '06**

**WATCH FOR FURTHER DETAILS!**

2ND QUARTER  
2006

**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  
126 N. Marina, Ste. 2  
Prescott, AZ 86301  
Phone: (928) 443-9505  
FAX: (928) 445-9507  
E-mail: [info@natsap.org](mailto:info@natsap.org)  
Web: [www.natsap.org](http://www.natsap.org)

2ND QUARTER  
2006

## NATSAP 2006 Regional Conference Schedule

**AUGUST 10-11, 2006  
NORTHWEST REGIONAL CONFERENCE  
BEND, OREGON**

**SEPTEMBER 15, 2006  
SOUTHERN UTAH REGIONAL CONFERENCE  
ST. GEORGE, UTAH**

**SEPTEMBER 28-29, 2006  
NORTHEAST REGIONAL CONFERENCE  
KENNEBUNKPORT, ME**

**OCTOBER 13, 2006 (RESCHEDULED FROM JUNE 9, 2006)  
SOUTHEAST REGIONAL CONFERENCE  
DAHLONEGA, GEORGIA**

### Other Professional-Related Events

#### **4TH ANNUAL WILDERNESS THERAPY SYMPOSIUM AT NAROPA UNIVERSITY**

**SEPTEMBER 15 - 17, 2006 (FRIDAY, 4PM TO SUNDAY 4PM)  
NAROPA UNIVERSITY, BOULDER, COLORADO**

**[HTTP://WWW.NAROPA.EDU/WILDERNESS/SYMPOSIUM/INDEX.HTML](http://WWW.NAROPA.EDU/WILDERNESS/SYMPOSIUM/INDEX.HTML)**



National Association of Therapeutic  
Schools and Programs  
126 N. Marina  
Prescott, AZ 86301

TO:

# NATSAP NEWS

The National Association of Therapeutic Schools and Programs

3RD QUARTER 2006



## BOARD OF DIRECTORS

John Santa, President  
Montana Academy

Sharon Laney, Vice-President  
Three Springs, Inc.

Craig LaMont, Treasurer  
Telos Residential Treatment

Will White, Secretary  
Summit Achievement

Michael Berrett  
Center for Change

Richard Chorney  
Grove School

Karen Fitzhugh  
King George School

Gil Hallows  
Aspen Achievement Academy

Penny James  
Explorations

Amy Jeppesen  
La Europa Academy

John Mercer  
Mission Mountain School

James Meyer  
The Oakley School

Craig Rodabough  
Logan River Academy

John Stewart  
New Haven

Paul Smith, Ex-Officio  
Catherine Freer Wilderness  
Therapy Expeditions

Kay Davison, Ex-Officio  
Educational Consultant

## NATSAP OFFICE

Jan Moss, Executive Director  
126 N. Marina, Ste. 2  
Prescott, AZ 86301  
Telephone: (928) 443-9505  
E-mail: [info@natsap.org](mailto:info@natsap.org)  
Web: [www.natsap.org](http://www.natsap.org)

## NATSAP GOES TO WASHINGTON, DC

*Rosemary Tippet*



Dr. Karen Fitzhugh, Public Policy Committee Chair, Jan Moss, Executive Director and Rosemary Tippet, NATSAP Director of Public Relations visited with members in the offices of the Education & Workforce Committee, Subcommittee on Select Education to introduce NATSAP as an immediate resource in addressing the safety of children in residential treatment.



We met with legislative assistants from Representative Rubén Hinojosa, D-TX, Representative Chris Van Hollen, D-MD, Representative Jim McDermott, D-WA, Representative Pete Stark, D-CA, Representative Lynn Woolsey, D-CA and Representative George Miller, D-CA. We were fortunate

to speak directly with Representatives Hinojosa, Stark and Van Hollen.



Denise Forte, Minority Coordinator for the Education & Workforce Committee, which is the committee addressing Representative Miller's bill H.R. 1738 Titled: To assure the safety of American children in foreign-based and domestic institutions, and for other purposes, met with us. Ms. Forte was extremely knowledgeable about Congressman Miller's legislation and listened intently as NATSAP was introduced. Ms. Forte stated that their first step is to research best practices across the states. This would take them to their primary focus of licensing and professional development. We offered our assistance with the research and provided them a copy of our white paper and the NATSAP best practices appendix. They

readily accepted our offer. An invitation was extended to visit NATSAP programs, which they accepted. We are pleased to have already been contacted by the staff assistant for this committee and will be scheduling the program visits at their convenience.

Representative Pete Stark, D-CA, and co-sponsor of the bill, was very forthright with us regarding his concern about separating children from their parents. Representative Stark's questions were thoughtful and challenging. He acknowledged that he approved state regulation vs. federal regulation.

We were very pleased with the reception of these introductory meetings and we are looking forward to continuing our advocacy for our members. We want to extend a special thanks to Michael Barnes of DCBA Law, the highly qualified government affairs advocacy group that NATSAP has utilized on behalf of our members. Mike graciously arranged for, and accompanied us on, each Capitol Hill visit.

We will soon be contacting our members to request that you join us in our advocacy and education efforts. We encourage our members to attend the 2007 pre-conference workshop Legislation, Politics & Advocacy Workshop on Wednesday, January 31st. The workshop will be facilitated by members of DCBA Law.

## NATSAP BOARD SETS 2007/ FUTURE GOALS

A 2-day planning session was held by the NATSAP Board of Directors on September 27-28. Dr. John Santa, Board President, led the directors in an initial brainstorming session to establish the major focus for NATSAP for 2007 and beyond. Directors then formed groups to drill down into the specific goals for each individual focus.

The Board reviewed each group's recommendations, approved and set the direction, as follows:

### Administration / Organization Structure

The Board assigned Jan Moss, Executive Director, and a group of board members to address the critical needs of the NATSAP administration and organization structure. They were chartered with:

- Defining a support structure for the organization that will maintain current NATSAP projects and

## IN THIS ISSUE...

## NATSAP Goes to Washington

.....Front Cover

## NATSAP Board Sets 2007/Future Goals

...Front Cover, Pgs. 1&amp;2

## President's Corner

.....Pgs. 2, 3 &amp; 4

## Pre-Conference

Workshops.....Pg. 4

## Outcome Research Summit.....Pg. 4

## Small Residential Program Summit

.....Pg. 5

## Northern Rocky Mtn. Regional Chapter

.....Pg. 5

## Committee Meetings &amp; Summits.....Pg. 5

## Northeast Regional Conference..Pgs. 5 &amp; 6

## Southeast Regional

Conference.....Pg. 6

## Staff Hiring...Pgs. 6&amp;7

## An Alumni Story

.....Pg. 8

## Seeing is Believing

.....Pg. 8

## Membership Report

.....Pg. 8

## 2006 Directory Updates

.....Pg. 8

## JCAHO BHC

Conference.....Pg. 9

allows for growth.

- Identifying the role, commitment and responsibilities of board members
- Creating a process that enables the utilization of the strengths of each board member.
- Increasing the productivity of committees; create efficiency and self-sufficiency within the committees; address committee member responsibilities and accountability.
- Formalizing the relationships and structure between regional chapter leadership, the national board and the corporate office.
- Establishing a reliable process to ensure successful conferences
- Defining the purpose of the national and regional conferences

**Public Policy**

The Public Policy Committee was chartered with:

- Identifying and addressing legislative issues at both state and federal levels
- Continuing public policy efforts with congressional representatives
- Establishing a national presence as a child/adolescent committee member on various task forces
- Educating state and national agencies on NATSAP, our ethics and standards
- Holding a NATSAP Advocacy Conference for program executives in Washington, DC
- Establishing the NATSAP website as a national public policy 'voice'
- Long term: Hiring a Government Relations Specialist to establish a presence in Washington, DC

**Outcome Research**

The Board was presented with, and in support of, the results of the Outcome Research Committee meeting. The Research Committee, chaired by Dr. John Santa, were chartered to deliver, within the next five years, the following:

- Hiring a NATSAP Research Coordinator
- Establishing a common research database to be managed by the Research Coordinator under the direction of a standing research committee
- Outcome studies will begin in 2007 to track each research candidate from the beginning of the program to the end of the program with follow up at 6 months, 1 year and 5 years with a focus to:
  - Facilitate program improvement
  - Create an understanding and a model of adolescent problems and treatments
  - Increase specificity of treatment; i.e. what works best; for what populations; for what problems
  - Increase understanding of family dynamics as related to individual problems and

treatments

- Evaluate mechanisms of treatment and components (length of stay, experiential components)
- Effects of specialization of treatment

**Individual Certification**

The Board recognizes the need to provide a training curriculum for the professional needs of our members and their staff. This need will be met by offering a NATSAP certification to individuals. The Individual Certification Committee was chartered with:

- Providing a training/certification curriculum that would benefit the full membership. Training would include: First Aid, CPR, Boundaries, Relationships, Risk Management, Diagnosis, Family Systems, Suicide Prevention, Substance Abuse, Blood Borne Pathogens, De-escalation, Behavioral Management, Good Practices, Public Relations, Emergency Contingency, Meds, In and Out of program communication, Driving/Transportation, etc.
- Identifying 3-5 NATSAP member beta sites and conducting a training by identified trainers
- Creating a fee schedule
- Developing a database and certification process
- Creating a web-based CD/DVD of trainings
- Creating a manual within 3-5 years
- Working with universities and colleges to establish the curriculum within 5+ years

**NATSAP Accreditation**

The Board established an ad hoc committee, chaired by John Mercer, to research and develop a NATSAP accreditation process. Their short term goals are to:

- Maintain the database which identifies the NATSAP members current licensing and/or certifications
- Research liability as an accrediting body
- Create a proposal for standards for NATSAP accreditation
- Develop a NATSAP accreditation committee
- Identify programs that will serve as beta test sites for the NATSAP accreditation process
- Establish license/accreditation criteria for NATSAP member programs

Their long term goals are:

- January 1, 2009 all NATSAP member programs licensed by state and/or accredited by some type of accrediting body; i.e. NATSAP, JCAHO, COA, CARE, etc.
- Develop "reciprocity" with other accrediting bodies (i.e., JCAHO, COA, CARE, etc.)

## Member Services

The Member Services Committee was chartered with:

- Improving the communication of the efforts of the NATSAP Board, committees and corporate office
- Increasing NATSAP visibility through development of a long-range Public Relations plan
- Developing a formal event calendar with committee meetings, board meetings, regional meetings, conferences, etc.
- Implementing an immediate drive for Individual Affiliates within the staff of our member programs
- Outlining benefits of program membership in NATSAP through a FAQ 'short sheet' published for distribution
- Maintaining the website as the voice of our profession
- Continuing to increase database/outreach efforts

## Public Relations

The Public Relations Committee was chartered with:

- Utilizing and prioritizing webmaster services
- Identifying and establishing relationships with associations with similar interests
- Developing a schedule for Board members to present at local universities
- Developing a schedule for Board members to present at professional national conferences
- Identifying a base of newsletter 'writers' through committees/regional meetings
- Using the NATSAP website to display public relations concerns
- Establishing and developing Public Relation representation in regional areas

## PRESIDENT'S CORNER

### An Open Letter and Invitation to Critics of Private Residential Treatment Programs

*John L. Santa, Ph.D., President, NATSAP*

Recently a number of organizations and individuals have raised concerns about private residential schools and programs that address the needs of troubled adolescents. Web sites and presentations have included fear inducing titles such as "Exploitation of Youths and Families- Perspectives on Unregulated Residential Treatment", "Who's watching the kids", or "An alarming residential care phenomenon...linked to reports of mistreatment, abuse, and death." Such presentations and criticism are of course well intended to protect children and parents from abuse and exploitation. And I am sure that there are individual programs that have not been responsible in treatment of children and families, just as I am certain that some of my fellow psychologists (licensed or not) are inadequate, impaired, and unethical, but that does not mean that the entire profession is corrupt.

It is apparent that most criticisms are not aimed directly at the many quality programs in NATSAP, but the lack of knowledge of our programs, the misperceptions, and fears that such critics raise are dangerous and create mistrust for all, even the most responsible of us. It is particularly alarming when critics, including a number of educated professionals, make sweeping conclusions without legitimate data and without examining any of our programs or available outcome data. Rather the critics seem to draw conclusions from the

noisy complaints of a few individuals and from sensationalized newspaper articles.

NATSAP, as an organization representing 170 programs, would like to join forces with responsible critics of residential care in efforts to educate, raise standards of care, and put an end to practices that lead to abuse, mistreatment, or exploitation of either children or parents. However, the misdeeds of individuals or individual schools and programs should not lead to a wholesale condemnation of the many excellent and responsible programs that fill a genuine need for desperate adolescents and their families. Nor is the answer to be found in efforts to create federal standards and regulation for all private programs that would increase bureaucracy as well as costs and tend to homogenize the diverse and creative approaches now available to private paying families. In fact, most therapeutic schools and programs serving the private market are operated by caring, qualified and professional staff who take excellent care of adolescents who are referred to these programs precisely because all efforts to contain, treat, and keep adolescents safe in their home environments have failed.

It should also be pointed out that all programs who are members of NATSAP must attest that they operate under the highest of ethical principles and practice standards. These standards of ethics and practice are readily available to the public on our website at [www.natsap.org](http://www.natsap.org). In fact NATSAP was founded to define a benchmark for quality of care and allow programs who seek such quality and professionalism a forum to collaborate in the creation of a knowledge base to improve the profession.

We recognize there are programs that provide inadequate care and do not aspire to the best practices of NATSAP. We also welcome specific criticism of any member program should anyone feel that they are not operating within the NATSAP standards. NATSAP is not a regulatory body, but we will insist that any member program address and correct any legitimate concerns if they wish to remain a member. However, vague and fear inducing allegations aimed at our entire profession are not helpful, and we ask that responsible critics of residential care please make the effort to distinguish between NATSAP programs that endorse high standards of ethics and care from programs that do not!

What are the major allegations and concerns of those who criticize private residential care? First, some critics feel these programs are based on entrepreneurial motivations of greed and marketing rather than concerns for the children and families that we serve. Second, some question whether private programs employ standard diagnostic criteria or models of practice that conform to well established medical and public health models of practice leading to a possible compromise of client care and safety. Third, there are numerous rumors and allegations of abuse and neglect of children in our programs. Finally, some think NATSAP as an organization is opposed to oversight and regulation of programs, and allege that many, if not all, programs are unregulated and unlicensed.

Some critics question the recent growth of private programs implying entrepreneurial capitalistic greed. Growth has far more to do with need than greed. In the past 25 years the level of structure and containment in our society has deteriorated. More than 30% of public high school students drop out of school. Drug use is

rampant in junior and senior high school. Drugs have become more potent, more addictive, and more dangerous. Increasing numbers of young people struggle with other addictive disorders that involve cutting, eating, sex, and escape to the fantasy world of the internet. More are diagnosed with depression (including bipolar disorder), anxiety, attention deficit disorder, and oppositional defiance. There has been an alarming increase in prescription medications to manage emotional and behavioral symptoms. Our adolescent culture is stressed, overwhelmed, and failing to cope.

There has also been a striking decrease in stability and containment offered by traditional mental health services. Over the past twenty years the length of stay in primary care psychiatric hospitals and residential treatment programs has decreased precipitously. Treatment has shortened and been reduced to crisis stabilization and medication management in order to “manage” care and contain costs.

Parents helplessly watch their children flounder and fail to mature. Despite outpatient therapy, complex cocktails of medication, and occasional brief visits to psychiatric hospitals or youth detention centers, large numbers of children remain on a trajectory of failure. Even with the best efforts, parents feel they are losing their children. They realize that their children will not graduate from high school, that they have limited ability to handle emotions, that they show little or no concern for others, and cannot plan realistically for the future. In short, their children are markedly immature and show no signs of becoming competent, productive members of society. Time is running out! They fear their children might not make it, may even die. The palliative remedies offered by outpatient therapists, schools, and conventional health care institutions have failed. It is because of these failures that parents place children in our privately funded residential treatment programs. To these parents the need is real and palpable. Government institutions and traditional health care have failed to meet these families’ needs. These desperate parents are willing to pay out-of-pocket to give their children an alternative to failing conventional treatment.

NATSAP programs are aware of the pain and vulnerability of parents. The NATSAP Ethical Principles and Principles of Good Practice make it clear that all NATSAP programs must respect parents’ stress. As member programs, we pledge to market our programs in a manner that is honest, complete and accurate in disclosure. We openly describe our treatment methods, and the qualifications of our staff. We agree to refuse payments for referrals and to fully disclose our costs.

NATSAP Principles of Good Practice insist that programs operate with the utmost concern for human dignity and specifically prohibit any behavioral management procedures that involve sexual, physical, or emotional abuse, or that deny a nutritionally adequate diet for our participants. All programs must also have a clear written statement of participants rights openly disclosed to both participants and parents.

It has been alleged that private residential programs treat serious emotional disorders without proper diagnosis or credentialed staff. Again our Principles of Good Practice, endorsed by all NATSAP programs, specifically require the full disclosure and description of staff qualifications. We agree not to provide services beyond our areas of competence. Virtually all NATSAP programs operate with a full range of licensed psychologists, social workers, educators,

and health care providers. The level of care and sophistication of individualized treatment in NATSAP programs stands in stark contrast to allegations of institutional abuse. Care is sensitive, nurturing, and highly professional.

But critics should understand that our programs are not based simply on the DSM IV symptom clusters. We draw from models of education, experiential education, psychology, psychiatry, social work, and family systems theory. NATSAP programs provide a complex milieu of bio-psycho-social-educational treatment that address multiple aspects of a child’s failure to mature and develop a resilient, adaptive character structure. Each program places a unique emphasis on the various aspects of treatment. The result is 170 member programs each with a somewhat different blend of approaches, but all committed to the same basic principles of ethics and practice in which the value, dignity and safety of our students is paramount.

Some allege that NATSAP opposes regulation and state licensure. We do not. This rumor is false. In fact, most NATSAP programs are fully licensed and accredited for all parts of their service. Only in states where appropriate licensure is not available for private programs is membership allowed without specific licensure. In such cases programs must still certify that they are in compliance with the NATSAP code of ethics and practice principles. Indeed, NATSAP and its member programs have been instrumental in lobbying states for strong regulation. As with any complex profession, we ask that regulation be deft, well informed and intelligently designed. We ask that regulators consider input from those who understand the profession, that the regulation recognize the unique qualities of programs, and that regulators do not simply apply standards designed for hospitals, extended stay hospitals, nursing facilities, detention centers, or traditional schools.

The NATSAP practice standards were derived by examining practice standards in many states and with the input of hundreds of professionals. NATSAP officers and member programs have worked closely with several states to suggest and improve regulation. We welcome intelligent state regulation and encourage all states to consider the NATSAP ethical principles and practice standards as a basis for state regulation and licensure. We resent well intentioned, but uninformed critics who call for restrictive and oppressive regulation that could eliminate professional, creative and competent alternatives to failed conventional diagnosis and care.

Certainly we who operate NATSAP programs have our own tasks if we are to achieve a new level of trust. We must do a better job of educating the public about our programs and strive constantly to improve all aspects of what we do. We must operate with impeccable ethics. We must examine all of our individual and collective business practices to insure there is not even a perception of impropriety. Quality of care and safety in programs derive from our own self-study and efforts to improve our profession. Regulation and licensure are important, but not to create the ethics and practice standards of our profession. This we must do for ourselves.

In conclusion, we invite the public, legislators, and critics to visit our programs. Inspect and see for yourselves how we operate. Ask questions, talk to students and their families. Compare the

and emotional status of NATSAP students and the satisfaction of our families to those in regulated public sector programs. Examine the results. Come and see for yourselves the rich variety of innovative and successful NATSAP programs before judging us or writing another inflammatory article or white paper based on rumor and innuendo.

## PRE-CONFERENCE WORKSHOPS

Four pre-conference workshops will be offered to our program members and their staff at the 2007 NATSAP Exploring our Profession Conference.

The Public Policy Committee is pleased to present a pre-conference workshop on *Legislation, Politics & Advocacy*. We are fortunate to have Hon. Andrea G. Barthwell, M.D. and Michael C. Barnes as the facilitators of the workshop. Dr. Andrea Barthwell served as deputy drug czar under President George W. Bush. While serving in the Executive Office of the President, Dr. Barthwell played an active role on the White House Task Force on Disadvantaged Youth and the White House Domestic Violence Working Group. Dr. Barthwell is a past president of the American Society of Addiction Medicine and the CEO of the health policy consulting firm EMGlobal LLC. Dr. Barthwell is an advisor to NATSAP and select member programs on matters of policy and practice.

Michael C. Barnes, Esq., is a principal in DCBA Law, PLLC, a Washington, DC, federal affairs firm with a niche practice in education, substance abuse, and mental health policy. Mr. Barnes formerly served as confidential counsel in the White House Office of National Drug Control Policy. DCBA Law provides counsel to NATSAP on federal legislative matters.

The Public Relations Committee has acquired the services of Media Specialist Matt Hagan, founder of Bulldog Public Relations to facilitate their *Working with the Media* workshop. Matt began his career working in front of a camera as a general assignment reporter for a CBS network affiliate and launched his career into public/media relations in Washington, DC. He has excellent news judgment and strong relationships with members of the media.

Dr. Jared Balmer, PhD and Kimball DeLaMare, LCSW will provide a *NATSAP Perspective on Behavior Support Management* in this pre-conference workshop. Their professional expertise will provide workshop participants with a comprehensive review of NATSAP standards, training strategies to help ensure staff competency and the ability to identify five “problem prone” areas related to behavioral support management.

Mary Cesare-Murphy, PhD, JCAHO, will identify how Joint Commission accreditation can be used as a management tool focused on improving care, safety and outcomes. Attend the *Joint Commission Accreditation – A Management Tool to Improve Safety, Quality of Care, Treatment and Services* workshop to understand how this management tool can be used to improve the quality and safety of your program.

## OUTCOME RESEARCH SUMMIT

(committee picture on pg. 10)

The Outcome Research Summit was held on McGregor Lake at the homes of Dr. John Santa and Dr. John McKinnon on September 8th and 9th. Dr. Santa facilitated the ad hoc committee with Joel Agate (Telos Residential Treatment), Ellen Behrens (Canyon Research and Consulting), Dr. Rob Cooley (Catherine Freer Wilderness Therapy Expeditions), Pam Cook (Oakwood College), Kyle Gillett (Telos Residential Treatment), Cindy Grossman (Montana Academy), Gil Hallows (Aspen Achievement Academy), Matt Hoag (Second Nature), Nick Hong (Montana Academy), Pam McCollam (New Haven), Dr. John McKinnon (Montana Academy), Michael Merchant (Ansazi Foundation), Beverly Richard (Three Springs), Amy Simpson (Montana Academy), Dustin Tibbitts (New Haven), Chris Tolen (La Europa Academy) and Jan Moss (NATSAP Executive Director) in attendance.

The charge of the committee was to explore the potential for NATSAP involvement in research efforts aimed at documenting outcome effectiveness and at creating a knowledge base that could be used to improve our practices. The committee was provided with a multitude of relevant literature and studies prior to the Summit. In introduction to the task at hand, Dr. Rob Cooley, PhD provided a history of the research that has been conducted by the Outdoor Behavioral Health Research Counsel (OBHRC) under the direction of Dr. Keith Russell, PhD, University of Minnesota. Dr. Ellen Behrens, PhD then presented an overview of her work in the recent outcome study of residential treatment programs in NATSAP.

The work proceeded with committee identifying several key topics that required discussion and clarification in the development of NATSAP outcome research. The committee explored general purposes, motivations and benefits of NATSAP being involved in research. As a whole group they reviewed the state of research in residential treatment and then more thoroughly examined research efforts aimed at private residential and outdoor behavioral health programs. They also reviewed the origins of OBHIC and its research consortium OBHRC and considered the movement towards evidence based practice in education, medicine, and psychology.

The group reached a general consensus that NATSAP should indeed support a central, organized approach to research. Such a research effort should examine the effectiveness of our programs, and move beyond general issues of customer satisfaction and general effectiveness towards questions that would expand our knowledge of what types of residential interventions are effective for what types of problem and individual. Research should also allow us to expand our understanding of the mechanisms that underlie effective treatment. The committee hopes that such research will lead to the development of comprehensive models that will allow us to deal more effectively with the difficulties of children, adolescents, and families that we serve. They feel that the most effective NATSAP research effort will begin to provide a long term data base that would support long term industry wide research and a basic data base that will permit independent researchers to contribute to our understanding of residential treatment.

With these general goals the Research committee divided into

work groups to create the general outline of a research plan to be submitted to the NATSAP Board of Directors together with specific recommendations as to how to begin a NATSAP research effort. The first group attempted to consider in more detail the purposes of NATSAP sponsoring research, the second group addressed the organizational structure for the proposed research effort. The third group addressed concerns about a common shared data base, and the fourth group reviewed and considered specific measurement instruments that might be used in a common data base.

Each work group reported back to the whole committee for discussion and feedback, and then was asked to revise the groups recommendation for inclusion in the final committee report to the NATSAP board of directors. In the final meeting there was considerable discussion concerning the desire to not lose momentum and to get the process underway quickly versus a desire to create a process that would have adequate thought, design, structure, and support that it would provide the basis for an on going research effort.

Dr. John Santa presented the committee's report and recommendations to the NATSAP Board of Directors on September 28th. The Board approved a standing Research Committee with Dr. Santa as chair. The Board is accepting applications to serve on the Committee. Contact the NATSAP office at (928) 443-9505 or [info@natsap.org](mailto:info@natsap.org) to receive an application.

### **SMALL RESIDENTIAL PROGRAM SUMMIT**

Penny James, Explorations, hosted a Small Residential Program Summit in Whitefish, Montana on September 11th and 12th to review the NATSAP Principles of Good Practice. Their task was to determine the principles application to a small residential program, which generally fell into the home-based residential treatment category. They were chartered not only with determining their applicability, but to establish principles that would specifically apply to a small residential program.

Andy Sapp (Cherry Gulch), Kenny Pannell (Chrysalis), and Mark Barrentine (Evangel House Christian Academy) joined Ms. James in the complex task. They first set about defining a small residential program as:

Small residential programs are designed to serve fewer than 30 students in nurturing, often family-like settings. Small residential programs offer a holistic therapeutic milieu, which is based upon the relationships formed and the social dynamics created in small, intimate environments. These programs offer appropriate levels of structure and supervision for the emotional, social and academic development of their students. These programs often incorporate life skills training, academic instruction, outdoor adventure, recreation, and family involvement into an experiential living environment. Small residential programs often maintain an area of specialty for the students they serve.

The group addressed each of the main principles and developed additional principles that are specific to small residential programs. The final document, Supplemental Principles of Good Practice for Small Residential Programs, was presented to the Board of Directors at their meeting on September 28. The Board approved the supplemental principles and asked that the small residential

program supplement and the supplemental principles established for therapeutic boarding schools be combined with the general principles of good practice to ensure a clear, concise document. The final document will be presented to the members at the 2007 Annual Meeting in La Jolla, California on February 1, 2007.

### **NORTHERN ROCKY MOUNTAIN REGIONAL CHAPTER**

*Linda Carpenter*

Twelve NATSAP programs from Idaho and Montana, gathered on September 12th at Montana Academy in Marion, MT to discuss the formation of a regional chapter. Following a lengthy discussion, everyone was in agreement that we should approach the NATSAP Board of Directors to request formation of the Northern Rocky Mountain Chapter.

A board was elected comprised of Linda Carpenter, Hope Ranch, Chair; Tim Corson, Montana Academy; John Schrom, Ascent; and Steve Fairbanks, Building Bridges.

The chapter decided to host two meetings a year; one in the spring and one in the fall. The first meeting will be a NATSAP Regional Conference to be held in Sandpoint, ID in 2007. The chapter formed Public Policy, Public Relations and Training Committees.

Chapter goals will include a training program for direct line staff that could lead to certification. Members from Montana will also advocate for licensing regulations for Montana programs. Plans are underway to invite legislators to visit programs so they can better understand the services provided to children and families.

### **NATSAP COMMITTEE MEETINGS & SUMMITS**

*Jan Moss*

I continue to be truly amazed at the results of our committee meetings and summits. It is extraordinary the quality and quantity of work that is accomplished. The attendees' dedication to the task at hand is inspiring. Also notable is the commitment and support of the member programs represented at these meetings.

As I look back over the year and our accomplishments, I realize how many of you have contributed to NATSAP's success. You are NATSAP and I greatly appreciate each and every one of you. Thank you!

### **NATSAP NORTHEAST REGIONAL CONFERENCE**

The Third Annual NATSAP Northeast Regional Conference began again with the traditional Downeast "all you can eat" lobster fest the night before the conference began. This year we were able to enjoy this fest in the great outdoors with the ocean sounds floating over us.

Even the most well-planned conferences experience glitches from time to time and, unfortunately our keynote speaker, Lisa Machoian, PhD, was unable to appear due to a serious bronchial condition. Will White, conference co-chair, called on his colleagues, the

NATSAP Board members, who had just completed a 2-day strategic planning session to fill in the gap. Each member of the Board was introduced and gave an overview of their responsibility as a committee chair and/or Board member. Dr. John Santa stated that NATSAP was both a trade and a professional organization, encouraging everyone to become more active in NATSAP and to join as an individual affiliate as part of their professional craft.

Angie Senic, Eckerd Youth Alternatives and Sharon Laney, Three Springs spoke on *Dealing with Crisis in a Program* and Gil Hallows, NATSAP Ethics Chair, presented on NATSAP Ethics as our continued effort in educating and surveying our members on these ethics.

The conference ended with roundtables of interest that covered developing a Northeast crisis response support system, being on the Northeast regional conference committee, developing an active Northeast NATSAP region, developing a cooperative regional marketing plan, and effective transitions.

## FIRST SOUTHEAST REGIONAL CONFERENCE

(conference picture on pg. 10)

Hidden Lake Academy provided the ideal venue for the first Southeast Regional Conference in a room with floor-to-ceiling windows overlooking a forest of trees just beginning their fall colors. Attendees of the conference enjoyed a pre-conference dinner in Dahlonga that gave them the opportunity to mingle and get acquainted.

Renee Pancoast kicked off the conference with a great presentation on *Growing the Three "C" eeds*, followed by R. Dean Porterfield, Three Springs Duck River, on *Behavior Modification in the Field*. Sharon Laney, NATSAP Board Vice-President, Three Springs, gave the final presentation on NATSAP Ethics thus completing this committee's commitment to present at all Regional conferences.

The day ended with a lively talk by Naomi Griffith, Author of *Red Clay and Vinegar: Looking at Family Through the Eyes of a Southern Child*. Naomi spoke on *Renewing our Commitment: Seeing the Hard Work with New Eyes*. Many of you may remember her keynote at the Dinner Gala at the first NATSAP Conference and will remember the laughter and tears. She is still as great as ever!

We want to send a special note of thanks to the following sponsors of this conference as they went unacknowledged at the time: Alldredge Academy, Three Springs, New Lifestyles, La Amistad, Ridge Creek, and Evangel House. We extend a special thanks to Acadia Healthcare for sponsoring Naomi Griffith.

## A SYSTEMIC VIEW ON THE WAR FOR TALENT

Dustin Tibbitts, LMFTI, Executive Director of New Haven

In the 2005 NATSAP Newsletter Dr. John Santa, President of NATSAP, stated that

. . . Staff recruiting is [an] obvious area in which we can undo trust, mutual respect and the development of professionalism. . . . Obviously, staff poaching will create distrust and decrease collegiality. How should recruitment be handled in a way that is open and yet respects each

other's business? I am not sure any profession has this problem figured out, but we must discuss it and begin to establish agreement as to what is OK and what is not.<sup>1</sup>

Staff recruiting is a sensitive and complicated issue. Professionals who belong to NATSAP have varied views and passionate feelings on the subject. I hope that this presentation of my own views invites further discussion.

I realize that our employees are not commodities to be traded like barley or sheep. They are not "mine". And so, if they choose to leave my company for employment that suits them better at your company, I try to persuade them to stay, but in the end they have that right and I do all I can to make their transition amiably.

### Aggressive Recruiting Practices Sew Distrust

Unfortunately, some member programs don't share the same views on staff recruiting. From time to time there have been staff wars amidst NATSAP programs. Maybe it is more pronounced in Utah where many of us are competing for the same small pool of experienced employees, yet I think that it is just a matter of time before other states feel the similar pinch of competition for staff. As we all know, state lines do not prevent companies from recruiting.

Organizations like NATSAP execute and compete and coordinate among many different smaller organizations as part of a national treatment system in an effort to foster healing in the lives of the clients we serve. I think it just makes sense that when an organization joins NATSAP – an organization that should be one of the most collegial, welcoming, non-competitive systems in the mental healthcare industry – that the new member organization's leadership feels confident that its employees will not be aggressively pursued by larger, more powerful programs. Likewise, it simply makes sense that the founding member programs of NATSAP should be able to bring their star employees to NATSAP meetings without fear that a company will recruit those employees and flatter them away with promises of ownership in a new venture.

If we had, as the basis for NATSAP, an enduring trust between all member programs, wouldn't it make sense that we would *share* key employees without fear of any one program orchestrating a massive campaign to decimate the ranks of any one company's key employees? Wouldn't we then be focused on what is best for our clients *and* what is best for our employees? And, idealistically speaking, if your program had a phenomenal opportunity for one of my key employees that I simply couldn't match, wouldn't I be more inclined to support my employee by discussing that openly with her/him?

### Ethics vs. Best Practices

Gil Hallows of Aspen Achievement Academy, NATSAP's Ethics Committee Chair, recently asked program leaders to acknowledge the difference between "ethics" and "best practices" when discussing ethical concerns. Continuing in that same vein, I suppose it is not a breach of *ethics* for one NATSAP member company to recruit from another NATSAP member company. As was recently pointed out to me in conversation with a colleague, the IT industry does it all the time! However, that example highlights

the very reason why I choose not to work in the IT industry! While aggressive recruiting from other NATSAP member programs is not unethical per se, it does constitute a poor practice.

I would like to propose two overarching principles for NATSAP member programs to adopt concerning staff recruiting:

- 1) Do not actively recruit from other member programs without notifying the leadership of that program. I define “active recruiting” as any manager in any NATSAP member organization (or any consulting professional representing that organization) *who initiates repeated direct contact* with anyone in another NATSAP member organization in order to persuade that person to accept a job offer.
- 2) Engage in honorable recruiting practices that encourage prospective employees to initiate direct contact with your organization for job opportunities whenever possible, instead of you initiating direct contact with them.

With these three principles in mind, I propose these “best practices” for recruiting employees from within NATSAP:

- 1) Friends who work in competing organizations often make friends aware of job opportunities. It is not possible or wise to attempt to stop this from happening; however, member program leadership can make employees aware of the inter-company (and even industry-wide) consequences that result from employees’ active, direct recruiting from other member programs.
- 2) Advertise for available jobs on the NATSAP website.
- 3) Advertise for available jobs via the media in the towns/cities where member programs exist.
- 4) Advertise for jobs with internet-based companies that specialize in career placement.
- 5) Member program leaders should call the leaders in another member program and explain that they have an opportunity for an employee of that program, and then ask permission from that leader, out of respect for the disturbance to the milieu it might create for that program to lose that employee, to speak with the targeted employee.
- 6) Perhaps NATSAP could host “networking” meetings or lunches as a service to its independent affiliates where it is understood that those attending are looking for job opportunities. Making it overt, rather than covert, can only help the employees who are dissatisfied in two ways: 1) they can find other employment within NATSAP programs – arguably the best programs with the highest ethical standards in the industry; and 2) they can open an honest dialogue with their employers about why they are unhappy and want to change venues.

I am hopeful that NATSAP programs and NATSAP’s leadership will take a hard look at how these principles and best practices would ensure that a collegial, open, and friendly atmosphere exists within NATSAP long into the future.

-----  
<sup>1</sup> President’s Corner, NATSAP Newsletter, November 2005; Dr. John Santa, Ph.D.: *A New Professionalism: Collegiality, Competition, and Marketing*

<sup>2</sup> NATSAP Central Utah Regional Conference, June 2006 at Canyon Creek, Springville, Utah

## AN ALUMNI STORY

Turning eighteen is supposed to be an exciting event in everyone’s life. In my story, turning eighteen proved to be the most challenging experiences I have had to date. Most kids that finish high school go off to college, and make life changing decisions. For me, my life changing decision came one month after my eighteenth birthday. On September 11, 1999, I overdosed on heroin. Thankfully God gave me another chance to choose life over death. I was scared, insecure, and sad. At that point I did not know my right from my left. I did not realize that by making the decision to admit myself into Peninsula Village that I was making the best decision of my life. I just thought that if I committed myself for two weeks then my parents would believe that I was cured and I could return home. My two week stay turned into a ten month rebirth.

My first day at the Village will be one I will never forget. It was the day that I found I could not hide behind anything or anyone anymore. The only thing I could do was face the life I had made for myself up to that point. I was lucky I survived to see that day. I learned in ten months what takes some people a lifetime to figure out: how to ask for help. When I finally asked for help my life changed forever. I graduated a Bear and I am still working out my Eagle. The level of the Bear is a great honor for it means that I can look within now for the answers I need to make the decision between right and wrong.

It has been six and a half years since that first day at the Village and I am grateful that I am clean and sober today. There is not a day that goes by that I don’t think about my past and what could have happened. With the knowledge I have received during these six years I have been very successful in my life and career. I was able to purchase my first house at the age of twenty-one, and I am currently training for a management position within the corporation I work. People ask me all the time if I could take back anything that I have done, and my answer is always the same: I would not be the person I am today if I had done anything differently.

I am proud of myself and can respect myself more than I ever knew was possible. It is not always easy to remember the pain that I caused my family. However, my family has also looked more closely at each other and we have begun the healing process. It is scary how easy and fast I can fall back into old habits. The difference now is that I know better. I have seen what it is like to be an addict and I don’t want to go back there. I have worked too hard for too long to throw it all away now. Everyday I remind myself of where I was, and I see where I am now, and it has been and continues to be an amazing journey. It takes time and effort to push myself to use the tools that I have been given to remain sober, and not in the dark streets trying to score my next bag of dope. I am happy and excited about life, and I cannot wait to see what I can accomplish next. I have the dedicated staff of Peninsula Village, the support of my amazing family, and myself to thank for this second chance at life.

Sarah B.  
Peninsula Village ’99-’00

## SEEING IS BELIEVING

*Farah Ghans, The Family Foundation School*

*Although the campus of The Family Foundation School was spared the effects of the flood that devastated the surrounding community of Hancock, New York in late June, many students were deeply affected by the event. The flood occurred in the middle of their week-long summer break, and half of the school had left the morning of June 27th for a day of fun at Dorney Park in Allentown, Pennsylvania. By evening, flood waters had inundated their route home. Farah Ghans, a journalism student at the school, prepared this first-person account of what followed.*

It was the Town of Hancock, home for us Family School kids. We rode past houses under water. Cars were flooded up to their door handles. Streets were water drowned and paralyzed with lifelessness. Yet what we saw was only a portion of the destruction caused by flooding in the Northeast.

Twenty-four hours earlier, I had been on a bus with about 35 other students and staff from The Family School, trying to find a way back to where we had begun that morning: home. A day trip to Dorney Park had resulted in an unplanned excursion through a water-drenched wasteland. Blockaded roadways and flooded highways slowed us down. At one point, our efforts seemed hopeless and we were forced to stop.

A sleepover at a hotel in Binghamton made most students cheer. In our room we ordered pizza and soda and watched consecutive reruns of "Law & Order." I saw the extended vacation off campus as fun at first, until scrolling flash flood warnings at the bottom of our TV screen served as a dose of reality. We checked news channels for updates on the flooding. I sat on the floor, Indian style, between two beds, the TV in front of me.

We watched.

Unstoppable flows of water blasted through towns. People were left stranded or traveled by boat or canoe at their own risk. The laughter and fun we had experienced moments earlier was brought to a halt.

I have been unhappy in my life because I didn't get an iPod for Christmas, another dog for my birthday, two barbeque sauce packets instead of one at McDonalds. But through the trials of our journey back, I realized we, as students, didn't have it bad at all. I had a bed to sleep in, water to drink, food to eat and I was with the people I cared about.

Staff members practiced patience, tolerance and love despite the unknown status of their family members and pets. Some even lost their homes.

Dr. Martin Luther King, Jr. once said, "We must accept finite disappointment, but we must never lose infinite hope." This flood was life-shattering for many, but I had to remember that hope had, can, and will shed light on even the darkest situations.

Students often come to The Family School believing they've witnessed it all, felt it all, and know it all. Some believe that nothing can take

them on because they've seen the world and conquered it. This I realized, for me at least, is far from the truth.

## MEMBERSHIP REPORT

*Jan Moss*

It is my pleasure to introduce you to our newest members.

Echo Malibu Youth Treatment Centers (Associate Member) – a coeducational Residential Treatment Center serving ages 12 to 17. They are located in Malibu, California. Executive Contact: Dr. Jeffrey Nalin; Admissions Contact: Cole Rucker, MA Phone: (800) 780-ECHO

Heart Mountain New Beginnings (Associate Member) – a Home-Based Residential Treatment Program serving boys ages 13 to 17. They are located in Powell, Wyoming. Executive Contact: Jon M. Carter; Admissions Contact: John McColl Phone: (307) 754-0180

Living Well Transitions (Associate Member) – a Transitional Independent Living Program serving young men and young women over 18. They are located in Boulder, Colorado. Executive Contact: Bill Sell; Admissions Contact: Julie Randall Phone: (303) 245-1020

Pendleton Academies (Full Member) – a Residential Treatment Center serving boys and girls ages 6 to 17. They are located in Pendleton, Oregon. Executive Contact: Mary Moore-Suever; Admissions Contact: Gannett Pitkin, Ph.D. Phone: (541) 966-7773

Sunrise RTC (Full Member) – a girls only Residential Treatment Center serving ages 12 to 17. They are located in Hurricane, Utah Executive Contact: Dave Prior; Admissions Contact: Mike Crowley Phone: (435) 635-1185

The following member has moved to Full membership status effective August 2006:

Monarch Center for Family Healing

The following Provisional members have been accepted as Associate NATSAP members effective September 2006:

Cherry Gulch

Montcalm Outdoor Challenge Program

Open Sky Wilderness Therapy

Pine River Institute

## 2006 DIRECTORY UPDATES

Please note the following updates in your 2006 NATSAP

Directory:

***E.L. Chamberlain***

***The Cedars Academy***

***Paint Rock Valley***

***Timpanogos Family Services***

Admissions Contact: John Mendonca

Executive Contact: John Simpson

Admissions Contact: Dottie Kople

Email: [dkople@cedarsacademy.com](mailto:dkople@cedarsacademy.com)

Address: 3890 County Road 20

Trenton, AL 35774

Email:

[Patrick@timpanogosfamilyservices.com](mailto:Patrick@timpanogosfamilyservices.com)

## 3rd Annual Joint Commission National Conference on Behavioral Health Care: Issues for Today, Actions for Tomorrow

The Third Annual Conference on Behavioral Health Care is designed for behavioral health care clinicians and providers. This year the conference takes an integrated approach to understanding timely topics and issues important to those in the field of behavioral health care through coordinating plenary sessions with setting- or population- specific break out sessions. In addition, poster presentations from organizations extend the opportunity to learn about good practices and to network with peers. Topics that form the nucleus of the meeting include selecting, retrieving and applying outcome measures to direct client care, treatment and services; services that support recovery and resilience; SAMHSA's New National Registry of Evidence Based Practice; and the Joint Commission's Hospital- based In-patient Psychiatric Services. Current issues that are highlighted include disaster planning for behavioral health care; benchmarking; data driven approach to combat homelessness; implementing co-occurring treatment; and workforce concerns.

Attendees at this conference will:

- Gain knowledge of how to select and retrieve outcomes measures
- Develop insight into the use of outcomes measurement to direct client care, treatment and service
- Broaden understanding of the benchmarking process and its application in behavioral health care
- Gather information on SAMSHA's New Registry of Evidence-based Practices and/or the Joint Commission's Hospital based In-patient Psychiatric Services
- Learn current information about workforce development that supports and sustains systems of behavioral health care
- Examine recent findings on evidence-based and promising practices
- Assess the need for and basics of disaster planning for community based behavioral health
- Have the opportunity to interact with poster presenters and to network with colleagues

The National Association of Therapeutic Schools and Programs is a supporting organization of this conference. Maximize your benefits by attending both the National Conference and the special pre-conference. We encourage your members to attend to receive the full benefit of your support.

### **December 5-6, 2006, Chicago, IL**

Program code: 06-138

Program fee: \$595 per registrant

Early bird discount: \$495 per registrant

*(Expires 30 days before the program)*

Held in the same hotel a day before the conference, Behavioral Health Care Update is a special pre-conference to the Third Annual Joint Commission National Conference on Behavioral Health Care: Issues for Today, Actions for Tomorrow.

### **December 4, 2006, Chicago, IL**

Program code: 06-095

Regular program fee: \$450 per registrant

Discounted fee if also attending the National Conference: \$300 per registrant

Early bird discount: \$390 per registrant

*(Expires 30 days before program)*

Special offer! Save \$150 per person. Register for both the Third Annual Joint Commission National Conference on Behavioral Health Care and its pre-conference, Behavioral Health Care Update on December 4, 2006 and pay \$895 per person for both. **(Discounts cannot be combined)**

*To register, please contact JCR Customer Service at 877-223-6866*

Visit [www.jcrinc.com](http://www.jcrinc.com) for full details on these seminars.

## NATSAP OUTCOME RESEARCH COMMITTEE MEMBERS



**Top Row** (left to right): Nick Hong, Cindy Grossman, Ellen Behrens, Dustin Tibbitts, Matt Hoag, Michael Merchant, Gil Hallows, Rob Cooley, Beverly Richard, Pam Cook  
**Bottom Row** (left to right): Chris Tolen, Amy Simpson, John Santa, Joel Agate, Kyle Gillett, Pamela McCollam

“Hold yourself responsible for a higher standard than anybody expects of you.”

*Henry Ward Beecher*

Highlight your membership by adding the NATSAP logo to your website



## NATSAP SOUTHEAST REGIONAL CONFERENCE ATTENDEES



### 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  
126 N. Marina, Ste. 2  
Prescott, AZ 86301  
Phone: (928) 443-9505  
FAX: (928) 445-9507  
E-mail: [info@natsap.org](mailto:info@natsap.org)  
Web: [www.natsap.org](http://www.natsap.org)

3RD QUARTER  
2006

## **IMPORTANT DATES TO REMEMBER**

### **Annual Renewal Mailing**

December 1, 2006

### **Annual Renewal Deadline**

January 31, 2007

### **2007 National Conference**

February 1-3, 2007

Hilton La Jolla Torrey Pines  
La Jolla, California

### **2007 Utah Regional Conference**

April 19, 2007

Thanksgiving Point  
Lehi, UT

**UT Regional Call for Papers Deadline:** February 23, 2007

*Download Call for Papers at [http://www.natsap.org/conferences\\_regional.asp](http://www.natsap.org/conferences_regional.asp)*

### **JUST RELEASED:**

## **JOURNAL OF THERAPEUTIC SCHOOLS AND PROGRAMS (JTSP) VOLUME I, ISSUE II**

*See <http://www.natsap.org/journal.asp> for Details on How to Order*



National Association of Therapeutic  
Schools and Programs  
126 N. Marina  
Prescott, AZ 86301

TO:

# NATSAP NEWS

The National Association of Therapeutic Schools and Programs

4TH QUARTER 2006



## BOARD OF DIRECTORS

John Santa, President  
Montana Academy

Sharon Laney, Vice-President  
Three Springs, Inc.

Craig LaMont, Treasurer  
Telos Residential Treatment

Will White, Secretary  
Summit Achievement

Michael Berrett  
Center for Change

Richard Chorney  
Grove School

Karen Fitzhugh  
King George School

Gil Hallows  
Aspen Achievement Academy

Penny James  
Explorations

Amy Jeppesen  
La Europa Academy

John Mercer  
Mission Mountain School

James Meyer  
The Oakley School

Craig Rodabough  
Logan River Academy

John Stewart  
New Haven

Paul Smith, Ex-Officio  
Catherine Freer Wilderness  
Therapy Expeditions

Kay Davison, Ex-Officio  
Educational Consultant

## NATSAP OFFICE

Jan Moss, Executive Director  
126 N. Marina, Ste. 2  
Prescott, AZ 86301  
Telephone: (928) 443-9505  
E-mail: [info@natsap.org](mailto:info@natsap.org)  
Web: [www.natsap.org](http://www.natsap.org)

## END OF AN ERA

Jan Moss

This year marks the end of an era as we bid farewell to the last two members of the founding NATSAP Board of Directors - **Dr. John Santa, Montana Academy** and **John Mercer, Mission Mountain School**. It is difficult for me to summarize the contributions of, and my feelings for, these two incredible men as they end their 8 years of extensive service. I first met both of them in Albuquerque, New Mexico as we sat around a table and began the journey of establishing NATSAP as a national organization. As I reflect over these years, I recall so many professional and personal moments. Let me first review their outstanding professional accomplishments:

**John Mercer** served on the Executive Committee as Treasurer from 1999 – 2003. He was instrumental in developing the NATSAP dues structure and establishing a firm financial foundation for this organization. John also served as the Chair of the Education Committee, leading them to develop the Supplemental Principles of Good Practice for Therapeutic Boarding Schools, which focused on the best practices in the academics of our therapeutic boarding schools. In 2005, the Education Committee developed Principle 11.0, which was incorporated in the NATSAP Principles of Good Practice. John led the committee members in defining Academics in NATSAP. Most recently, he accepted the challenge to review NATSAP's Principles of Good Practice with intent to develop a NATSAP accreditation process. He has put in countless hours in gathering the thoughts of many into coherent documents. John also served as a key contributor to NATSAP's Ethical Principles and Principles of Good Practice.

**Dr. John Santa's** contributions include serving as the first Chair of the Ethics Committee, leading the development of the NATSAP Ethical Principles during two summits and as co-chair of the Ad Hoc Committee chartered with developing the NATSAP Principles of Good Practice. He has served as President of the NATSAP Board of Directors from 2004 through 2006. During his presidency he has developed a strong committee structure, leading the Board of Directors through 3 strategic planning sessions and assigning the goals & objectives to

these committees. John successfully established the *Journal of Therapeutic Schools and Programs (JTSP)* in 2006 with Volume I, Number II just released. He led the first Outcome Research summit in the summer of 2006 and will continue to lead this committee until it is firmly established. Under his leadership, the organization has developed a solid foundation with clear direction for the future.

Both have been instrumental in the formation of NATSAP and the list of their contributions could fill pages. I hope that I have hit the highlights.

On a personal note, I am enormously grateful to both of them for the education I received while serving with them and for them. John Mercer has expanded my vocabulary significantly, sending me to a dictionary many times (*soft chuckle*). John Santa has skillfully led me to look at situations from all perspectives. On a very personal level, I am pleased to call both of them *friend*. I have enjoyed the hospitality of their homes and come to know their wives and their children and will always treasure my time in Montana with them. I thank both of them for the opportunities they have provided me.

I know that service as a Director on the NATSAP Board is demanding, and was even more so in the earlier years. It required countless hours of unpaid time all the while you were working full time in your own programs. We thank you for the hours you devoted; the monetary contributions in travel, time, sponsorship, et al; your commitment to the profession; and your dedication as a Board member. Your contributions have made NATSAP the success it is today. Thank you!

## NATSAP WELCOMES NEW BOARD MEMBERS

We welcome Linda Carpenter from Star Meadows Academy at Hope Ranch, Whitefish, Montana; Michael Merchant from ANASAZI Foundation, Mesa, Arizona; and Sid Parham from Family Foundation School, Hancock, New York. We are also pleased to announce the re-election of James Meyer from Oakley School, Oakley, Utah. They join President, Sharon Laney, Three Springs; Vice President, Craig LaMont, Telos Residential Treatment, Vice President;

## IN THIS ISSUE...

**End of an Era**

.....Front Cover

**NATSAP Welcomes  
New Board  
Members**

.....Front Cover, Pg. 1

**President's Corner**

.....Pg. 2

**IECA Principles of  
Good Practice**

.....Pgs. 3, 4 &amp; 5

**Standing Research  
Committee.....Pg. 6****Advocacy for NATSAP  
Members Continues in  
Washington.....Pg. 6****Ex-Officio Members**

.....Pg. 6

**Dates to Remember**

.....Back Cover

Secretary, Will White, Summit Achievement, Secretary; Treasurer, Gil Hallows, Aspen Achievement Academy, Secretary; Dr. Michael Berrett, Center for Change; Richard Chorney, Grove School; Dr. Karen Fitzhugh, King George School; Penny James, Explorations; Craig Rodabough, CERTS; and John Stewart, New Haven.



**Linda Carpenter, Star Meadows Academy at Hope Ranch – Executive Director** Linda has been a leader in Montana in advocating for registration and licensure of private programs. She serves on the Standards and Ethics Committee of the Private Alternative Adolescent

Residential and Outdoor Program Board for the state of Montana, and was recently elected as President of the newly formed Northern Rockies Regional Chapter of NATSAP. Linda has extensive experience in the nonprofit field, specializing in child advocacy. Prior to her work with Hope Ranch, she was Vice President of Communications for the National Court Appointed Special Advocate Association (CASA). She was Community Development Director for KidStar Interactive Media – a national entertainment and educational media targeted at youth and their parents. She served four years on the Washington State Board of Education and was elected its President in 2001. She has also served as a member of the Board of Directors of the National Parent Teacher Association, was the President of the Washington State Parent Teacher Association for two years, and has been recognized for her Outstanding & Meritorious Service to children from the city of Memphis, Tennessee, as well as given the “key to the city.”



**Michael J. Merchant, ANASAZI Foundation – President and Executive Director** Mike is the immediate past president of the Outdoor Behavioral Healthcare Industry Council and past president of the Arizona Management Society. Mike has also

served on numerous panels, counsels, and committees regulating behavioral healthcare programs for adolescents in Arizona. Since 1993, Mike has facilitated workshops and presented at conferences nationwide on topics related to leadership, family, and interpersonal relations. Mike is a certified consultant and facilitator for The Arbinger Institute. While at ANASAZI, Mike has organized charity events



**James Meyer, Oakley School – Executive Director** James has served on the NATSAP Board since 2003, was Chair of the 2005 Conference and is the Chair for the Regional Chapter Committee. He received his B.A. in History from the University of Colorado in Boulder and his

M.A. in Education from Fairfield University in Fairfield Connecticut. He taught history for 10 years in private schools before becoming the Academic Director at Oakley School in the Fall of 1998 when the school was founded. In 2000 James was promoted to Head of School and, in July 2005, was named Executive Director. James has coached lacrosse for 18 years. He has coached state championship teams in Colorado, and was named coach of the year for the state of Utah in 2003. James taught briefly at the college level. He telemark skis, fly fishes and mountain bikes.



**Sidney F. Parham, Ph. D., Family Foundation School – Co-Owner** During Sid's career, he has worked with a wide variety of students in a variety of settings. He has taught middle school in Botswana with the Peace Corps, worked at a variety of colleges, been a college

administrator, and for the past seven years been a teacher and administrator at The Family Foundation School. Over the last five years Sid has been heavily involved with NATSAP work, serving on the education and membership committees. This fall Sid resigned from the membership committee in order to take an assignment on the Public Policy committee. Hard as previous boards have worked—and they have worked very hard—Sid thinks the next three years may be the most challenging to our organization and to our industry. These challenges will come from both state and national legislatures. Sid's experience and knowledge of NATSAP programs gleaned over these five years of committee work should allow him to contribute to the important work that lies ahead.

## PRESIDENT'S CORNER

*John Santa, Ph.D., Montana Academy*

With considerable regret I write this last President's corner. My term comes to an end in January 2007 as the annual conference begins. I have served on the NATSAP Board of Directors from the beginning as we struggled to create a new national organization. I have also served as President of NATSAP for the past three years. It has been an honor to serve at such an important and pivotal time for our organization.

During my tenure on the board, and as President, we have grown from a well-intentioned idea into a nationally recognized professional organization. NATSAP as an organization has developed ethical and practice standards for all programs and by doing so has raised the level of acceptable practice for residential care for children and adolescents unable to function in their homes. Our national and regional conferences now provide forums to exchange information and develop ideas to improve our care for children and families. The NATSAP website, newsletters, and Journal all add to the opportunities to work together as colleagues engaged in a collaborative effort to improve our profession. I am enthusiastic about the new national research program that NATSAP is now launching. All of these efforts, over time, will provide the basis to create a real body of knowledge that will come to define our profession.

As President I have tried to promote NATSAP as both a trade and a professional organization. We must maintain these dual objectives. As a trade organization we serve an important role of advocacy and education to influence public policy to recognize the importance and need for what we do and to avoid well intentioned but uninformed regulation that can compromise the level of treatment that we offer. As a trade organization, we market our services and raise awareness of the solutions we offer to address an increasing national problem of youth who are failing to thrive and succeed in our culture.

To advocate successfully we must simultaneously be willing to develop, research and scrutinize our profession. We can only advocate and defend our profession to the extent that we begin to demonstrate and document our treatments and outcomes. We must develop the rationale and theory of treatment that justifies the need for methods, settings, structure, and milieu that set us apart from other models of treatment.

To begin, we should follow the lead of the outdoor behavioral programs that have begun to provide basic outcome effectiveness data. All NATSAP programs must also help to establish basic effectiveness by demonstrating that our programs change the level of dysfunction of our participants and their families. We must also document the safety and incidents of abuse or malpractice in order to build trust and establish that our programs rise to the first standard of health care, which is to do no harm.

Beyond the basics we must be willing to understand our profession. It is not good enough to say we have a positive impact. We must come to understand the power and effect of each component of treatment in order to refine and improve what we do. We must integrate and develop comprehensive models of our interventions in which we understand the importance of each aspect of treatment. And of course, we must also develop appropriate levels of description for the problems we seek to address. We need to go beyond conventional diagnosis, jargon, and treatments used in outpatient and medical settings. We must redefine, in our own terms, the level of care we provide and by so doing establish residential care as a useful and important approach to treatment that provides structure, containment and depth of work that is often not possible in outpatient settings.

All of us who have spent years working in residential treatment are convinced that we can accomplish profound and real changes. But to grow as a profession and advocate for our programs, we must develop an understanding of the pieces of structure, skill training, and relationship essential to effect change, and then we must explore all of the factors that contribute to maintenance or regression as our students leave. Finally, we must examine how each program variable relates to the various categories of problems presented by our students and families.

Defining our profession and creating the data and models to support the definition is indeed a daunting, but essential task. We can, of course, borrow from ideas, best practice standards and models that already exist in psychiatry, psychology and education, but it remains important to recognize what we do is unique. And so, we must create our own data, our own understanding, and our own profession.

Personally, my involvement in creating a therapeutic school, and then NATSAP has been the most challenging and exciting professional growth that I have ever experienced. I want to thank all of you for the opportunity to be so involved in helping NATSAP become the fine organization that we now have. I especially want to thank and acknowledge the important contributions made by all of the NATSAP board who are an amazing, bright, talented, and dedicated group who have each contributed to NATSAP's growth and development. I can also not give enough credit to our Executive Director Jan Moss and her staff who have all worked tirelessly to execute and make happen our dream of creating a premier professional and trade organization that supports and advocates effectively for all of our programs.

# **INDEPENDENT EDUCATIONAL CONSULTANTS ASSOCIATION**

## **PRINCIPLES OF GOOD PRACTICE**

*The NATSAP Board of Directors congratulates IECA on their Principles of Good Practice ratified in November, 2006. They acknowledge IECA on their work and their continued work with the NATSAP Ethics Committee. The NATSAP Ethics Committee is developing their recommendations to address the NATSAP ethics in relationship to referring professionals.*

### **INTRODUCTION**

These Principles are designed to promote and maintain the highest standards of professional service and personal conduct among all IECA members (hereafter referred to as “Members”).

While it is understood that ethical issues are not always clear-cut, these Principles are meant to provide guidance and to be adhered to in a manner consistent with good ethical judgment and avoidance of even the appearance of impropriety.

All Members are required to pledge adherence to these Principles when admitted to membership and annually with membership renewal.

### **I. COMPETENCE**

A. Members practice within the boundaries of their competence, which derives from relevant education, training, acquired knowledge and professional experience. They are straightforward about what they are – and are not – competent to do. In cases with elements outside their competence, they either consult with or refer clients to appropriate colleagues.

B. Members continually update their knowledge of educational options, both in breadth and in depth, through site visits, attendance at professional conferences, continuing education and professional reading.

C. Members know and understand the philosophies, values, missions, goals, approaches and methods of the schools, universities, programs and therapeutic institutions (hereafter inclusively referred to as “Schools/Programs”) they recommend.

D. Members are familiar with and adhere to state and federal laws relevant to their practices.

### **II. MULTIPLE RELATIONSHIPS AND POTENTIAL CONFLICTS OF INTEREST**

A. Multiple relationships exist when a Member has a relationship with a School/Program that may create or appear to create a conflict of interest. Such relationships include, but are not limited to, owning or serving as a consultant to or board member or employee of a School/Program.

i. Members are expected to avoid multiple relationships that could reasonably and foreseeably give rise to actual or perceived conflicts of interest, interfere with the ability of the consultant to provide objective service, embarrass the student or family, or compromise the confidence or trust basic to the client-consultant relationship.

B. When such a relationship exists, best practice is to disclose in writing the existence, extent and nature of that relationship. This disclosure should include a consent form for clients to sign, indicating that they have been informed of this additional role and agree to proceed with the services.

C. When a Member provides services to a client in his/her capacity as a member of another licensed profession or professional organization, he/she acts in accordance with the ethical code of that profession or organization and within its guidelines regarding multiple relationships.

D. Members avoid not only conflicts of interest but also the appearance of conflicts by being forthcoming with clients, colleagues and Schools/Programs.

### **III. RELATIONSHIPS WITH STUDENTS AND FAMILIES**

A. Members treat students and their families with respect and decency, with sensitivity to their special strengths, values and needs.

i. Members are aware of and sensitive to cultural, individual and role differences, and do not discriminate or condone discrimination based on age, race, gender, sexual orientation, language, religion, ethnicity, disability, national origin or socioeconomic status.

ii. Members do not write application essays for students. Their role is to serve as advisors, to question, coach and encourage students to fully and honestly express the best that is within them.

B. A Member's primary obligation is to assess, make recommendations for, and represent each student accurately and fairly based upon a professional evaluation of the circumstances, requirements of the case, and needs of the student.

i. The Member has additional obligations to the student's parents/guardians, who are also his/her clients and involved in the placement process.

C. During the placement process, with appropriate consent, Members may communicate with other professionals, including School/Program admissions officers, other consultants and therapists, in addition to the student's parents/guardians.

i. Members maintain confidentiality of records, notes and client information and disclose confidential information only with written consent and on a need-to-know basis.

ii. Members provide substantially consistent information to the student, family members and all other professionals involved in the placement.

D. Members are clear and forthright about the nature and scope of their services.

i. Members disclose fees and financial arrangements in writing before services begin.

ii. Members do not guarantee specific placements or that placement will be possible at all.

iii. Members inform clients of their confidentiality policies.

#### **IV. RELATIONSHIPS WITH SCHOOLS/PROGRAMS**

A. Members neither solicit nor accept compensation from Schools/Programs for placing students with them. They scrupulously avoid behavior that might be construed as soliciting or accepting compensation.

i. Compensation includes, but is not limited to, any form of payment, in money or in kind, and any sort of favor or special treatment to reward or encourage placements, even from Schools/Programs where finder's fees are commonly considered appropriate. Expressly forbidden are *quid pro quo* relationships involving referral of clients tied with referrals back to Members and relationships that promise the exclusive use of a particular School/Program.

ii. Expenditures by Schools/Programs to educate consultants are not considered compensation, as long as they are ordinary and reasonable. Travel, lodging and meals associated with visiting a School/Program or a working lunch when a School/Program representative visits a consultant are ordinary and reasonable expenditures.

B. When visiting Schools/Programs, Members use ethical judgment.

i. Members accept invitations only from Schools/Programs within the scope of their practice or evolving practice.

ii. Visits are, for consultants, a cost of doing business. Members do not assume, imply or demand that a School/Program contribute toward their expenses. If reimbursement is offered freely, they ask Schools/Programs to delineate in advance the specifics of the reimbursement.

iii. When reimbursement is offered freely, it is inappropriate to request the use of specific airlines; special flights, lodging accommodations or upgrades, outside of what is necessary for a disability or other special needs; reimbursement for anyone other than oneself; or reimbursement of expenses not agreed to previously.

C. In his/her dealings with Schools/Programs, Members always exhibit common courtesy.

i. Members do not demand invitations to Schools/Programs.

ii. Members refrain from last-minute cancellations and no-shows.

iii. If a Member has special requests, such as accommodations for a disability or other special needs, he/she makes them well in advance of the visit.

iv. When meeting with School/Program representatives, Members refrain from using cell phones or laptops inappropriately.

v. When visiting Schools/Programs, Members participate fully.

a. Members visit all scheduled stops on the tour.

b. Members do not request visits to Schools/Programs not on the scheduled tour.

D. In particular, Members avoid words or actions that might give even the appearance of applying undue influence to Schools/Programs on their decisions regarding admissions or other dealings.

## **V. RELATIONSHIPS WITH OTHER EDUCATIONAL CONSULTANTS**

Ordinarily Members do not pay one another for serving as resources, although a Member may make financial arrangements with colleagues on a one-time or ongoing basis to assist with placements involving aspects outside his/her competence.

## **VI. ADVERTISING AND OTHER PUBLIC STATEMENTS**

In dealings with the public, including paid or unpaid advertising, Members represent themselves honestly, avoiding misrepresentation of what they say or refrain from saying. They claim special competencies only if such competencies are demonstrable. Members do not contribute to heightening anxiety surrounding admission.

## **PRE-CONFERENCE WORKSHOPS**

Four pre-conference workshops will be offered to our program members and their staff at the 2007 NATSAP Exploring our Profession Conference.

The Public Policy Committee is pleased to present a pre-conference workshop on *Legislation, Politics & Advocacy*. We are fortunate to have Hon. Andrea G. Barthwell, M.D. and Michael C. Barnes as the facilitators of the workshop. Dr. Andrea Barthwell served as deputy drug czar under President George W. Bush. While serving in the Executive Office of the President, Dr. Barthwell played an active role on the White House Task Force on Disadvantaged Youth and the White House Domestic Violence Working Group. Dr. Barthwell is a past president of the American Society of Addiction Medicine and the CEO of the health policy consulting firm EMGlobal LLC. Dr. Barthwell is an advisor to NATSAP and select member programs on matters of policy and practice.

Michael C. Barnes, Esq., is a principal in DCBA Law, PLLC, a Washington, DC, federal affairs firm with a niche practice in education, substance abuse, and mental health policy. Mr. Barnes formerly served as confidential counsel in the White House Office of National Drug Control Policy. DCBA Law provides counsel to NATSAP on federal legislative matters.

The Public Relations Committee has acquired the services of Media Specialist Matt Hagan, founder of Bulldog Public Relations to facilitate their *Working with the Media* workshop. Matt began his career working in front of a camera as a general assignment reporter for a CBS network affiliate and launched his career into public/media relations in Washington, DC. He has excellent news judgment and strong relationships with members of the media.

Dr. Jared Balmer, PhD and Kimball DeLaMare, LCSW will provide a *NATSAP Perspective on Behavior Support Management* in this pre-conference workshop. Their professional expertise will provide workshop participants with a comprehensive review of NATSAP standards, training strategies to help ensure staff competency and the ability to identify five “problem prone” areas related to behavioral support management.

Mary Cesare-Murphy, PhD, JCAHO, will identify how Joint Commission accreditation can be used as a management tool focused on improving care, safety and outcomes. Attend the *Joint Commission Accreditation – A Management Tool to Improve Safety, Quality of Care, Treatment and Services* workshop to understand how this management tool can be used to improve the quality and safety of your program.

We encourage you to attend these excellent workshops.

## OUTCOME RESEARCH STANDING COMMITTEE SELECTED

We are pleased to announce the selection of members of the Standing Committee for Outcome Research, chaired by Dr. John Santa, PhD, from Montana Academy. The NATSAP Board of Directors has selected the Standing Committee for Outcome Research. The members are:

*Ellen Behrens, PhD  
Canyon Research and Consulting*

*Rob Cooley, PhD,  
Catherine Freer Wilderness  
Therapy Expeditions*

*Kyle S. Gillett, PhD  
Telos Residential Treatment*

*Matthew Hoag, PhD  
Second Nature Entrada*

*Pamela McCollam, PhD  
New Haven RTC*

*Michael Merchant  
ANASAZI Foundation*

*Beverly Richard  
Three Springs*

*Amy Simpson  
Montana Academy*

The Committee has held 3 teleconference meetings in December with primary focus on the selection of a Research Coordinator and a decision on the research instrument to be used.

## ADVOCACY FOR NATSAP MEMBERS CONTINUES IN WASHINGTON, DC

NATSAP was the proud co-host of a reception in Washington, DC on December 14th. Prior to the reception, Dr. Karen Fitzhugh and Jan Moss were able to participate in several lengthy meetings with Congressional staffers from Representatives Van Hollen, Woolsey and Stark's offices, each of whom are co-sponsors of Representative George Miller's bill, HR 1738.

The reception offered the opportunity for important networking where Dr. Fitzhugh and Ms. Moss met with Tommy Thompson (a presidential hopeful for 2008), providing him an introduction to NATSAP and the important work of our members. They also met the Senior Aide to Senator Diane Feinstein, just to highlight a few. It was quite extraordinary the level of welcome received from every visit and event on the Hill.

They met for several hours with Dr. Andrea Barthwell to discuss the process for NATSAP's involvement in the language for Mr. Miller's bill. Discussion is also in progress with Mark Covall, Executive Director of the National Association of Psychiatric Health Systems, and his staff, who have joined NATSAP's efforts regarding this bill.

Dr. Fitzhugh and Ms. Moss also had a wonderful visit with Mark Sklarow at IECA's offices in Fairfax, VA, which both Michael Barnes, DCBA Law, and Dr. Andrea Barthwell attended. Mark expressed IECA's interest in supporting NATSAP as we move forward to amend the bill.

As the committees are finalized on the Hill and Representatives assigned, Dr. Fitzhugh, Ms. Moss and Rosemary Tippet will be escalating their efforts in DC, no doubt making frequent trips between now and our 2007 Conference.

## EX-OFFICIO MEMBERS

As we transition into 2007 with new leadership and new board members, our ex-officio members will also change. The ex-officio position previously held by Paul Smith. Catherine Freer Wilderness Therapy Expeditions, past-President will now be held by Dr. John Santa. Jane Kolber will move into the ex-officio position held by Kay Davison. We thank each of them for their service to NATSAP.

### REGISTRATION REMINDER

**2007 NATSAP  
NATIONAL CONFERENCE  
"EXPLORING OUR PROFESSION"  
FEBRUARY 1-3, 2007  
HILTON LA JOLLA TORREY PINES,  
LA JOLLA, CA**

**REGISTRATION DEADLINE:  
JANUARY 17, 2007**

**CONFERENCE INFORMATION:  
[WWW.NATSAP.ORG/CONFERENCE.ASP](http://WWW.NATSAP.ORG/CONFERENCE.ASP)**

## NATSAP NEWS

"No organization is stronger than the quality of its leadership, or ever extends its constituency far beyond the degree to which its leadership is representative."

*Edgar Powell*

Highlight your membership by adding the NATSAP logo to your website



### 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.

**4TH QUARTER  
2006**

**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  
126 N. Marina, Ste. 2  
Prescott, AZ 86301  
Phone: (928) 443-9505  
FAX: (928) 445-9507  
E-mail: [info@natsap.org](mailto:info@natsap.org)  
Web: [www.natsap.org](http://www.natsap.org)

4TH QUARTER  
2006

## **IMPORTANT DATES TO REMEMBER**

### **Annual Renewal Deadline**

January 31, 2007

### **2007 National Conference**

February 1-3, 2007

Hilton La Jolla Torrey Pines

La Jolla, California

### **2007 Utah Regional Conference**

April 19, 2007

Thanksgiving Point

Lehi, UT

**UT Regional Call for Papers Deadline:** February 23, 2007

*Download Call for Papers at [http://www.natsap.org/conferences\\_regional.asp](http://www.natsap.org/conferences_regional.asp)*

### **JUST RELEASED:**

## **JOURNAL OF THERAPEUTIC SCHOOLS AND PROGRAMS (JTSP) VOLUME I, ISSUE II**

*See <http://www.natsap.org/journal.asp> for Details on Ordering*



National Association of Therapeutic  
Schools and Programs  
126 N. Marina  
Prescott, AZ 86301

TO:

# NATSAP NEWS

The National Association of Therapeutic Schools and Programs

1ST QUARTER 2007



## BOARD OF DIRECTORS

Sharon Laney, President  
Three Springs, Inc.

Craig LaMont, Vice-President  
Telos Residential Treatment

Gil Hallows, Treasurer  
Aspen Achievement Academy

Will White, Secretary  
Summit Achievement

Michael Berrett  
Center for Change

Linda Carpenter  
Star Meadows Academy  
at Hope Ranch

Karen Fitzhugh  
King George School

Penny James  
Explorations

Michael Merchant  
ANASAZI Foundation

James Meyer  
The Oakley School

Sidney Parham  
Family Foundation School

Audrey Peavey  
New Horizons for Young Women

Craig Rodabough  
CERTS

John Stewart  
New Haven

John Santa, Ex-Officio  
Montana Academy

Jane Kolber, Ex-Officio  
Educational Consultant

**NATSAP OFFICE**  
Jan Moss, Executive Director  
126 N. Marina, Ste. 2  
Prescott, AZ 86301  
Telephone: (928) 443-9505  
E-mail: info@natsap.org  
Web: www.natsap.org

## 2007 LEADERSHIP AWARD



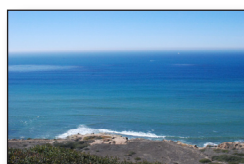
Dr. John L. Santa, PhD, co-owner and Clinical Director of Montana Academy, a therapeutic boarding school in Marion, Montana was presented with the 2007 NATSAP Leadership Award at a dinner held at the National Conference on February 1st in La Jolla, California. Dr. Santa served as the president of NATSAP from 2004 through 2006 and served on the board of directors since its inception.

In nominating Dr. Santa for the award, Craig Rodabough, NATSAP board member, wrote the following: "He and his partners at Montana Academy have created a warm welcoming environment that facilitates success in the change process. Students and parents alike report their time at Montana Academy made their lives better. John has also contributed countless hours and dollars to the success of NATSAP as an organization. He has moved NATSAP past moment to moment challenges to a vision for the future."

Dr. Santa is credited with helping NATSAP to create the Journal of the National Association of Therapeutic Schools and Programs and for leading the organization in the formation of an outcome research program. He received his PhD from Purdue University and has undertaken postdoctoral studies at Stanford University, the University of Montana, and the University of California San Diego Medical Center. Before becoming the director of the Montana Academy, Dr. Santa served as a tenured faculty member in the department of psychology at Rutgers University. He has published numerous articles in the fields of psychology and education and is a licensed clinical psychologist.

## NATSAP'S ANNUAL CONFERENCE CONTINUES ITS SUCCESS-AND GROWTH!

*Craig Rodabough, 2007 Conference Chair*



Hmmm – notice anything different about this year's conference. The answer is in the picture on the left. You got it! It rained before the conference started!!!! While we were greeted with somewhat cooler weather than expected, we did have sunshine and lots of opportunities to enjoy it.

Close to 750 NATSAP members and their colleagues gathered at the Hilton Torrey Pines in La Jolla, California for the 2007 Exploring Our Profession Conference.

Andrea Barthwell, M.D., former Deputy Drug Czar, joined NATSAP in announcing its intent to preserve and protect programs for children and families in need of specialized educational and treatment services and its commitment to work with Representative George Miller (D-CA) in developing a bill that will eliminate the bad programs and implement best practices in the rest. Dr. Barthwell encouraged attendees to join forces with others who devote themselves to families' needs for effective care and education of its young members.

John McKinnon, M.D., Montana Academy, offered insight into the misplacement of a golden understanding of maturation and – when maturation gets disrupted – psychological immaturity and how this understanding has been preserved implicitly among the programs in NATSAP.

John Santa, PhD, recipient of the 2007 NATSAP Leadership Award, spoke on personality development in contrast to the diagnoses of psychopathology and symptom based treatments offered by outpatient psychiatry. Dr. Santa outlined the categories of adolescent problems from the perspective of a general model of personality development and raised the challenge that none of the current evidenced based practices capture the complexity or fundamental purpose of residential treatment.

John Seita, PhD, told the story of his own life and his odyssey to overcome difficulties he faced. The attendees gained insight into the four building blocks of healthy family functioning and learned additional strategies to help children and families at risk.

The conference was altered to provide more time to individual presentations, which was widely praised in the conference evaluations. Comments ranged from "The content of the sessions I attended was exceptional" to "Great topics – all the presenters were well prepared – each workshop was a good length of time so the topic could be covered thoroughly".

Thank you to all who attended this conference – you set the tone of collegiality, education and fun. We hope to see you all in Savannah in 2008!

## NATSAP STRENGTHENS MEMBERSHIP REQUIREMENTS

The National Association of Therapeutic Schools and Programs ("NATSAP") Board of Directors, having reviewed the importance of ensuring a therapeutic program or therapeutic school has appropriate oversight, amended the requirements for membership in their association. Effective May 1, 2007 all programs applying for membership in NATSAP must

1. be licensed by the appropriate state agency authorized to set and oversee standards of therapeutic and/or behavioral healthcare for youth and adolescents or accredited by a mental health accreditation agency
2. have therapeutic services with oversight by a qualified clinician
3. be in compliance with NATSAP Ethical Principles and NATSAP Principles of Good Practice

A program with Full membership status will be required to be open for more than two years. Those programs not meeting this criteria will have Associate membership status.

The current members of NATSAP will be required to be in full compliance with the new membership criteria by January 1, 2009.

To continue their commitment to providing assistance to new programs, the Board of Directors agreed to continue Provisional status for those programs that will open within six months of seeking Provisional membership in NATSAP. These programs must agree to meet the requirements established for Associate membership status.

As is evident in the history of NATSAP, the Board of Directors remains dedicated to NATSAP's leadership role in the industry and their ongoing commitment to continually improve the standards of our profession.

### THE LAST BEST PLACE: SPEAKING OUT FOR REGULATION

*Rick Johnson, MSW, Executive Director  
Summit Preparatory School  
Kalispell, Montana*

Originating as the title of a well-known anthology and now part of common speech, "The Last Best Place" sums up many Montanans' fondness for the state they call home. This simple phrase speaks not only of the beauty of the countryside, but of a place where there is still room to be an individual, to be creative and different from the norm. So it should come as no surprise that Montanans were angered at a resort developer's recent attempts to gain sole trademark

rights to the phrase "The Last Best Place". How can someone tell Montanans that they can no longer use a phrase, which is so near and dear to their hearts? This restriction is an affront to their way of life, and perhaps speaks to a deeper fear that Montana could also lose the spirit that this phrase captures.

For a few Montana therapeutic programs mandatory licensing has represented a similar affront. How can programs maintain the innovation that makes them unique and vital if the state begins to dictate what they can and can't do? Seem a far-fetched concern? Here are a series of recent quotes from a Montana Senator received in response to a letter Summit Preparatory School submitted supporting licensure: "I frankly do not believe every group needs to be licensed by the government—we have too much licensing which is another word for keeping out innovative competitors... We hear from numerous parents who appreciate the opportunity to have alternatives that are not run by government bureaucrats... If you want to be regulated, that is your option, but do not dictate how other programs work." Obviously the concern is that innovation and regulation are mutually exclusive. (While many programs are currently actively lobbying for licensing at the Montana Legislature in Helena, Montana remains one of the few states without licensure.)

So, as a Montana based program, why is Summit Preparatory School so zealous about the need for licensing and meaningful professional oversight? The first reason is, perhaps, the most obvious - to protect the health and emotional wellbeing of children. Most parents are not mental health or educational professionals and make decisions about placing their child in a program, usually in another state, during a time of crisis with no prior exposure to these types of services. In these circumstances parents are not equipped to determine the quality of a particular program, or even if a program provides the services it advertises. While the use of an Educational Consultant by a parent can significantly lessen this risk, the lack of oversight still leaves the door open for sub-standard or abusive programs to operate without restraint as long as they can continue to attract referrals. Clearly this is an untenable risk, not only for children and families but also for educational consultants and programs themselves, one that cannot be ethically tolerated.

Beyond the safety risks, however, we are also concerned by the "professional vacuum" that can exist in a system without meaningful oversight. Without being held to professional standards programs are free to do almost anything under the guise of innovation. We believe true innovation lies not in just doing something different but in "standing on the shoulders of giants". Programs need to base their approaches on solid clinical and educational theory and research, and be answerable to

### IN THIS ISSUE...

#### 2007 Leadership

*Award.....Front Cover*

#### 2007 Conference

*.....Front Cover*

#### NATSAP Strengthens Membership Req.

*.....Pg. 1*

#### The Last Best Place: Speaking Out for Regulation.

*Pgs. 1 & 2*

#### NATSAP Research Project.....Pg. 2

#### NATSAP Members Expand Focus

*.....Pgs. 2 & 3*

#### Your Help Is Needed

*.....Pg. 3*

#### A Grateful Parent

*.....Pgs. 3 & 4*

#### Northeast NATSAP

*Corner.....Pg. 4*

#### Membership Update

*.....Pg. 4*

#### Calendar of Events

*.....Pg. 5*

#### 2007 National Conference Pictures

*.....Pg. 6*

other professionals in justifying new approaches. Novel approaches must hold up to professional scrutiny, otherwise they may be the equivalent of therapeutic “snake oil” – at best, harmless, at worst, dangerous.

So, as a proud Montana-based program, we believe innovation is not crushed by meaningful regulation, but rather is directed; and we believe all programs should work to support the creation of professional standards, oversight, and dialog with other professional organizations. We believe this is the best scenario for all programs, including Montana programs, and support NATSAP’s ongoing efforts to increase meaningful professional standards and oversight. Finally as an individual who now calls Montana home, it can only remain “the last best place” if the children served in therapeutic programs receive safe and effective therapeutic care.

## **NATSAP RESEARCH PROJECT SET TO LAUNCH**

*John Santa, Ph.D., NATSAP Research Committee Chair*

The NATSAP research committee has been busy indeed. In September 2006, the National Association of Therapeutic Schools and Program’s (NATSAP) Executive Board invited a group of researchers and program executives to participate in a research summit with the purpose of devising a plan to create a NATSAP research program. The research summit resulted in the NATSAP board appointing a Standing Research Committee and hiring a part time Research Coordinator, Dr. Michael Gass and one of his doctoral students Michael Young both from the University of New Hampshire. The primary duties of the NATSAP Research Coordinators will be to create and manage a NATSAP-wide database for the collection of research data and to stimulate and facilitate research in and about our programs. It is important to emphasize that the research coordinator is hired to help all of us collect, and share data, that can be used by a variety of researchers in Universities or within NATSAP as opposed to being hired to do research for us. We feel that this approach has the best chance of stimulating a broad independent research effort aimed at documenting our effectiveness and deepening the understanding of our profession. The data base will be created to safeguard the privacy of individual participants and individual programs such that all research use of the data base will have prior scrutiny and approval by the research committee and data will not be stored or released in a manner that makes it possible to identify individual participants or programs.

The initial use of the data will of course be aimed at validating the outcome effectiveness of our programs, and providing information to individual programs that can be used to improve performance. The data will of course also provide useful clinical information. Such data will also be immediately useful in countering critics arguments that our programs have not established their effectiveness, and it will quickly begin to develop the evidence base for our work that is increasingly important and expected in all educational and behavioral health environments.

The committee has also contracted with CAREPATHS to facilitate a completely automated system of data entry to facilitate all programs in doing their own research. CAREPATHS will make it possible for data from programs throughout the country to have parents and participants answer questionnaires that will all be hosted by CAREPATHS with individual programs each having their own research web page linked

directly to their own program’s webpage. Permissions will be recorded, assessments given including demographic information, and various assessment instruments. The site will host the relevant Achenbach (ASEBA) instruments as well as the Outcome and Youth Outcome Questionnaire’s.

Participating programs will have access to their own data, and the system will allow each program to add as many of their own questionnaire’s or assessment instruments as they like. The common data (ASEBA and YOQ) will then be downloaded without participant identifying information for purposes of providing aggregate summaries of NATSAP program effectiveness. The data will be strictly confidential and only released in aggregate reports, not to be used to compare individual programs.

The BETA test of the system will be launched April 15th with a few parents, students and staff from five programs testing the system. We will then begin enrolling programs into the research program for data collection that will begin June 1, 2007.

We invite all interested programs to contact Michael Young at [michael.young@unh.edu](mailto:michael.young@unh.edu). Participation is simple, inexpensive, and you will have the satisfaction of helping our profession document our effectiveness.

## **NATSAP MEMBERS EXPAND FOCUS TO PUBLIC POLICY AND ADVOCACY FOR CHILDREN AND FAMILIES**

*Former Deputy Drug Czar Leads Effort to Address Gap*



*Dr. Andrea Barthwell*

NATSAP announced its intent to preserve and protect programs for children and families in need of specialized educational and treatment services and called on other children’s advocacy groups to join them in their efforts.

“Children and their families face far too many barriers to access to the care they need, sometimes being forced to relinquish custody of their young son or daughter to obtain public mental health services,” according to Jan Moss, Executive Director of NATSAP. “We seek to ensure the availability of a full range of options with accredited programs using credentialed professionals, the highest ethical standards, and principles of good practice,” Moss continued.

“The programs and professional provider members of NATSAP are committed to working with states and legislators by providing our leadership, expertise, and knowledge to prevent and address the quality and availability gaps in therapeutic programs for children,” according to John Santa, Ph.D. NATSAP 2007 Leadership Award Recipient and co-owner of Montana Academy, “We are prepared to assist anyone interested in improving the lives of children,” he added.

“Because of our experience, educators and therapists working together in specialized therapeutic schools and programs can speak with passion, expertise, and authority on the devastation

caused by unmet needs and the need to provide opportunities for parental involvement, individualized care, measurable results, and collaboration with licensing boards to create an understanding of why these specialized programs are critical to the success of America's youth in coping with the pressures of adolescence," according to Karen Fitzhugh, Ph.D. of King George School, chair of the Public Policy Committee of NATSAP.

Andrea Barthwell, M.D., former White House Deputy Drug Czar for President George W. Bush kicked off the activity at NATSAP's annual meeting where she encouraged attendees to join forces with others who devote themselves to families' needs for effective care and education of its young members. "While H.R. 1738 is a bill to 'End Institutionalized Abuse Against Children' and intends to improve the quality of care in therapeutic settings serving our young people, its most recent iteration could have caused a collapse of the system of care that your clients depend upon. Working with Rep. George Miller (D-CA), we can eliminate the bad programs and implement best practices in the rest," she said.

"Anecdotes told by family members harmed in a bad program do not begin to tell the story of real pain and destruction we could experience if this industry were regulated out of existence," she added. "We need reform to eliminate programs that prey on desperate families while preserving vital components in the continuum of care."

While the professionals of NATSAP are offering their expertise to Governors and Legislators, they will make their members available to governmental and other organizations interested in the health and mental health of young people.

## YOUR HELP IS NEEDED

*Rosemary Tippet, NATSAP Director of Public Affairs*

The National Association of Therapeutic Schools and Programs is placing a high priority on educating the general public about whom and what NATSAP represents. We are also helping you, our member do your job as a leader in the field. We have increased communication with emphasis on involving you in ongoing liaison with national decision-makers and research support for your efforts. It continues to be our job to inform and educate on the subject where we have expertise and something to contribute. Your dues are paying the salaries of talented professionals and the consultant fees for the most highly experienced advocacy consultants we can hire. However, we need to do a better job of reaching out to others- state and local elected officials, community leaders, the medical profession, business, clergy, and local media.

As a first step, I encourage you to forward all newsletter articles you feel are appropriate for reprint to our NATSAP office. We need you to help be our eyes and ears and feed us the articles of importance. Also, we need our talented professional members who are speaking at regional and national conferences to speak up about NATSAP and include NATSAP brochures in their presentation materials. Please make us aware of your staff who is speaking and we will equip you with information on NATSAP for the conference.

This is simple yet necessary if we are to really help lead our nation in shaping policy in our areas of interest. We need more education on NATSAP and we need it now! Contact Rosemary Tippet at [rosemary@natsap.org](mailto:rosemary@natsap.org) or (770) 435-8464

## A GRATEFUL PARENT

February 18, 2006  
Miami, FL

"To Whom It May Concern,

The hardest thing for a parent to realize is that they cannot make the pain that is hurting their child go away. When a parent has exhausted every avenue known to them, consulted with therapists, counselors, psychologists, priests — and still their child is hurting, a drastic step must be taken. When you've been on your knees and crying out to Heaven for years and you're not getting the answer you want to hear, you have to look at the answer you've been given.

The hardest decision we have ever made as parents was to send our daughter to New Horizons. For our close-knit, sheltered, Cuban, Catholic family, a wilderness program was unheard of and drastic. But drastic times call for drastic measures.

We went to Springfield looking for something - anything- to make us realize we had made the wrong decision. We had heard wonderful people on the phone, we had received wonderful reviews from other parents via email, we had been urged by everyone to make this move. But we were not convinced. We were determined to find something *wrong*. **Everything we saw when we got there was right.** The staff was honest, they were real. They were non-judgmental. No one said one harsh thing. No one's body language hid anything - but the truth: that they were all there to help our daughter. And the overall feeling of care and concern permeated from every corner of the Springfield office.

Paula Codrington, our daughter's therapist, was amazing. She worked with us every week, guided us as to what issues we should address, and followed up with us, always showing a genuinely concerned attitude. She was instrumental in helping our family get back on the right track, on the road to healing. She taught us things about our parenting style, particularly our tendency to always want to "rescue" Laura. She gave our daughter a sense of empowerment over her own life. She brought Laura out of the deep, dark, old secret that had hindered our daughter's emotional growth for almost two years. It was nothing short of a miracle.

Our entire family, both our nuclear family of four, and my extended family of brothers and sisters, nieces and nephews, aunts and uncles and grandparents, have grown because of our daughter's experience at New Horizons. It has helped us all realize that we all need to ask for help sometimes, and sometimes we can only begin to heal when we are apart from each other and in the silence. Laura's plight brought us all to our knees. Laura's absence at Christmas made us all realize what this holiday truly means. Laura's letters were received with anticipation and joy. Everyone wanted to be a part of this process because they love her so much. It made our already close-knit family even more united. It made us all treasure our time together.

The only frustrating times for me were when I couldn't get through the fax line - I still can't figure that one out. But there was always another fax to go to and the assurance that our letters would get through to our daughter.

I cannot thank the entire staff at New Horizons enough for their generous outpouring of care and concern for my daughter. I felt at peace while she was there, knowing she was safe and well taken care of.

I know that our family is on the road to healing now, and I pray that God will continue to bless everyone at New Horizons, because you all have been such a blessing to us.

With Warmest Regards,

Lily P.

### **NORTHEAST NATSAP CORNER**

*Will White, Summit Achievement*

A new addition to the NATSAP newsletter will be the Northeast Corner a newsletter section which will be updating all members on events, activities, and people in the Northeast Region. The Northeast Regional Council is an all volunteer group who are putting time and energy into educating groups and individuals on treatment options located in the Northeast Region.

The newest NATSAP member from the Northeast is Ironwood a licensed residential treatment program located in Morrill, Maine. Although Ironwood is new to NATSAP they were founded by individuals who have cared and worked with young people for many years. Please welcome them in a collaborative and supportive way.

A group of fourteen Northeast NATSAP members are gathering in Boston at the Harvard Club on April 24 in which a guest speaker will address the group and referring professionals. The speaker is Dr. Josephine Kim on the topic "Career Development Education: Building Connections from School to Career". If you are a Northeast NATSAP member program and interested in being involved in future events please email Mr. Jeremy McGeorge of the King George School, at [jmcgeorge.kgs@gmail.com](mailto:jmcgeorge.kgs@gmail.com).

The Fourth Annual Northeast Regional Conference will be held on September 27 and 28 at the Colony Hotel in Kennebunkport, Maine. The event will start on the evening of September 27 with a Maine Lobster bake. The conference will focus on providing safe and effective care for students and their families. The Northeast welcomes all to attend the conference. Look for updated information on the conference in this column.

The Northeast region is happy to announce that Dr. Sid Parham and Ms. Audrey Peavey were elected national NATSAP board members and both hail from the Northeast. Dr. Parham is the Vice President of Academic Affairs from the Family Foundation School in Hancock, New York. Dr. Parham has served on many NATSAP committees as well as receiving a NATSAP volunteer award. The newest board member is Ms. Audrey Peavey from New Horizons, a wilderness treatment program for girls, in Orrington, Maine. Ms. Peavey has been a leader in the Northeast Region for a number of years as well as a NATSAP volunteer award winner. The Northeast Region would like to thank Mr. Richard Chorney from Grove School for his time on the national board.

If you have anything that you would like to add to the Northeast Corner

Column please feel free to write me, Will White, at [summitachieve@hotmail.com](mailto:summitachieve@hotmail.com). Look forward to hearing from you.

### **NATSAP MEMBERSHIP UPDATE**

*Jan Moss*

I am pleased to announce the following members have moved from Associate to Full Membership:

Fulshear Ranch Academy  
Innercept  
Passages To Recovery  
Pine River Institute  
Santiam Crossing  
Willow Creek School

Join me in welcoming our new members for 2007:

#### Full Members

Gatehouse Academy  
Little Keswick School  
The Discovery School of Virginia  
The High Frontier

#### Associate Members

Ashby Academy  
Aspiro  
Catalyst Residential Treatment  
CALO (Change Academy Lake of the Ozarks)  
Ironwood  
In Balance Ranch Academy  
Maple Lake Academy  
Mirasol Eating Disorder Recovery Program  
Second Nature Cascades  
Seven Arrows Academy  
White Rock Academy

#### Provisional

Kramer Center Newport Beach  
Thunder Ridge School  
Whispering Pines Academy

**UNIVERSITY OF NEW HAMPSHIRE  
PRESENTS  
THE 2007 ADVENTURE THERAPY BEST  
PRACTICES CONFERENCE  
UNIVERSITY OF NEW HAMPSHIRE  
JUNE 22-24, 2007**

**KEYNOTE SPEAKERS  
DR. MICHAEL GASS  
DR. DENE BERMAN**

**ADVENTURE THERAPY WORKSHOPS**

**REGISTER ONLINE AT [WWW.AEE.ORG](http://WWW.AEE.ORG)**



## Calendar of Events

| <b><u>2007</u></b> | <b><u>Event</u></b>                          | <b><u>Location</u></b>                                    | <b><u>City / State</u></b> |
|--------------------|----------------------------------------------|-----------------------------------------------------------|----------------------------|
| April 19           | Utah Regional Conference                     | Thanksgiving Point                                        | Lehi, UT                   |
| April 20           | NATSAP Ethics Summit                         |                                                           | Orem, UT                   |
| April 26           | NATSAP Committee Meetings                    | Westin Copley Place                                       | Boston, MA                 |
| April 27           | NATSAP / IECA Joint Ethics Committee Meeting | Westin Copley Place                                       | Boston, MA                 |
| May 5              | Rocky Mountain Regional Conference           | Hooties at the Elks                                       | Ponderay, ID               |
| May 9              | Pre-NATSAP Advocacy Day Reception            | Hilton Washington                                         | Washington, DC             |
| May 10             | NATSAP Advocacy Day                          | Hilton Washington and Capitol Hill                        | Washington, DC             |
| May 28             | Memorial Day – NATSAP Office Closed          |                                                           |                            |
| June 15            | 2008 Conference Call for Papers Deadline     |                                                           |                            |
| July 4             | Independence Day- NATSAP Office Closed       |                                                           |                            |
| July 5 -6          | NATSAP Office Closed                         |                                                           |                            |
| September 27       | Northeast Regional Pre-Conference Dinner     | The Colony Hotel                                          | Kennebunkport, ME          |
| September 28       | Northeast Regional Conference                | The Colony Hotel                                          | Kennebunkport, ME          |
| October 3 -4       | NATSAP Board of Directors Meeting            | The Riverhouse Hotel                                      | Bend, OR                   |
| October 4          | Northwest Regional Pre-Conference Reception  | The Riverhouse Hotel                                      | Bend, OR                   |
| October 5          | Northwest Regional Conference                | The Riverhouse Hotel                                      | Bend, OR                   |
| October 18         | Southeast Regional Pre-Conference Reception  | Wyndham Vinings Hotel                                     | Atlanta, GA                |
| October 19         | Southeast Regional Conference                | Wyndham Vinings Hotel                                     | Atlanta, GA                |
| November 22        | Thanksgiving – NATSAP Office Closed          |                                                           |                            |
| November 23        | NATSAP Office Closed                         |                                                           |                            |
| December 24        | Christmas Eve – NATSAP Office Closed         |                                                           |                            |
| December 25        | Christmas – NATSAP Office Closed             |                                                           |                            |
| January 31         | New Year's Eve – NATSAP Office Closed        |                                                           |                            |
| <b><u>2008</u></b> | <b><u>Event</u></b>                          | <b><u>Location</u></b>                                    | <b><u>City / State</u></b> |
| January 1          | New Year's Day – NATSAP Office Closed        |                                                           |                            |
| Feb 7 – 8          | 2008 NATSAP National Conference              | Savannah Westin Harbor and the Savannah Convention Center | Savannah, GA               |

## 2007 NATSAP NATIONAL CONFERENCE "EXPLORING OUR PROFESSION" LA JOLLA, CALIFORNIA



"No organization is stronger than the quality of its leadership, or ever extends its constituency far beyond the degree to which its leadership is representative."

*Edgar Powell*

Highlight your membership by adding the NATSAP logo to your website



### NATSAP

#### Vision Statement

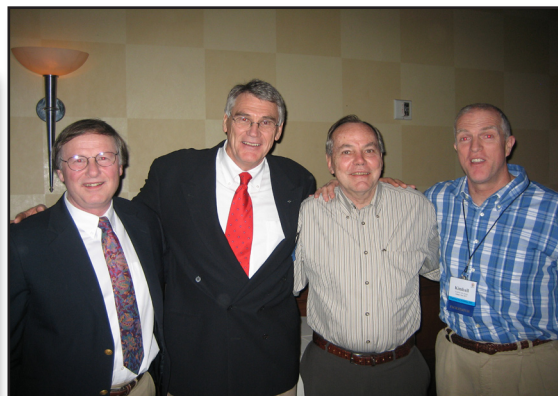
Our vision is a nation of healthy children. We are the voice inspiring, nurturing, and validating the courageous work of our schools and programs

### 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.

1ST QUARTER  
2007



NATSAP Leadership Award Recipients (left to right):  
2007: John Santa; 2006: Jared Balmer;  
2005: Rob Cooley; 2004: Kimball DeLaMare

**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  
126 N. Marina, Ste. 2  
Prescott, AZ 86301  
Phone: (928) 443-9505  
FAX: (928) 445-9507  
E-mail: [info@natsap.org](mailto:info@natsap.org)  
Web: [www.natsap.org](http://www.natsap.org)

1ST QUARTER  
2007

## **UPCOMING EVENTS:**

### **Rocky Mountain Regional Conference**

**May 5, 2007**

*Hooties at the Elks*

Ponderay, ID

### **NATSAP Advocacy Day**

**February 1-3, 2007**

*Hilton Washington Towers*

Washington, D.C.

**2008 NATSAP National Conference Call for Papers Deadline:** June 15, 2007

*Download Call for Papers at <http://www.natsap.org/conference.asp>*

## **COMING SOON:**

### **NATSAP 2007 DIRECTORY WILL BE MAILED IN MAY**

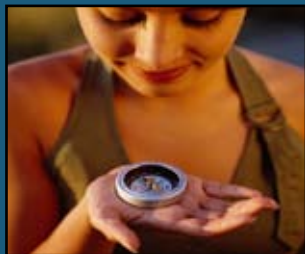
*To order additional directories, see*

*<http://www.natsap.org/order.asp>*



National Association of Therapeutic  
Schools and Programs  
126 N. Marina  
Prescott, AZ 86301

TO:



2nd Quarter 2007

# NATSAP News

The National Association of Therapeutic Schools and Programs



## Board of Directors

Sharon Laney, President  
Three Springs, Inc.

Craig LaMont, Vice-President  
Telos Residential Treatment

Gil Hallows, Treasurer  
Aspen Achievement Academy

Will White, Secretary  
Summit Achievement

Michael Berrett  
Center for Change

Linda Carpenter  
Star Meadows Academy  
at Hope Ranch

Karen Fitzhugh  
King George School

Penny James  
Explorations

Michael Merchant  
ANASAZI Foundation

James Meyer  
The Oakley School

Sidney Parham  
Family Foundation School

Audrey Peavey  
New Horizons for Young Women

Craig Rodabough  
CERTS

John Stewart  
New Haven

John Santa, Ex-Officio  
Montana Academy

Jane Kolber, Ex-Officio  
Educational Consultant

NATSAP Office  
Jan Moss, Executive Director

126 N. Marina, Ste. 2

Prescott, AZ 86301

Telephone: (928) 443-9505

E-mail: [info@natsap.org](mailto:info@natsap.org)

Web: [www.natsap.org](http://www.natsap.org)

## Natsap Holds Advocacy Day

On May 10, 2007, thirty-six representatives from the NATSAP membership joined Jan Moss and Rosemary Tippet in Washington, D.C. to educate our legislators on the work done in our programs and our commitment to ensure the safety of children and the support of the family unit. The group represented fifteen states, twenty-eight NATSAP members and met with over fifty senators and congressional representatives.

The Day began with a briefing by Michael Barnes of DCBA Law, who reviewed the message of the Day and what to expect during the meetings. The NATSAP Advocacy Handbook, maps of Capitol Hill and instructions on finding the senate and house offices were distributed at the pre-Day reception. The representatives were provided a folder with information on NATSAP and other relevant information for distribution during their meetings. Transportation to the Hill was provided. The representatives met with their senator or congressional representative and were divided into groups of two or more. Jan Moss and Rosemary Tippet assisted in some of these meetings as well as attending their scheduled meetings.

Each representative was grateful they had followed the instructions to wear comfortable shoes as they found themselves walking from building to building and several blocks between the Senate and House buildings.

The enthusiasm at the wrap-up meeting held at end of day at the Washington Hilton was rewarding. Everyone

reported a warm reception, willingness to listen, and a commitment to assist NATSAP in ensuring that effective legislation with realistic, practical, workable policies is enacted that will provide truly therapeutic care for children.



*NATSAP and its members are in favor of a partnership between caregivers and governmental agencies, so that regulation and policies are realistic, practical, workable, and truly therapeutic for children. We hope for measures that are developed in cooperation and in our shared commitment to help troubled youth gain back their lives and find hope.*

Angie Senic, Eckerd Youth Alternatives, expressed her appreciation of the Day "NATSAP Advocacy Day was very beneficial. I appreciate having the opportunity to interact with our lawmakers and make them aware of the important and successful work we do in therapeutic programs throughout this country. It is critical to our continued operation that we have legislative support. Maintaining relationships with our lawmakers is the best way to achieve this goal, and Advocacy Day gave us the platform to begin developing these relationships. Personally, I really enjoyed the day and feel the experience was informative for me as well. I gained knowledge that I can share with others in our programs at EYA, and I also now have a better understanding of the legislative process."



Jared Balmer, Island View RTC,  
Ken Allen, West Ridge Academy

Pictures continued next page --->

## Inside This Issue



NATSAP Advocacy Day  
.....Front Cover

NATSAP Advocacy Day  
Pictures.....Pg. 1

President's Corner  
.....Pgs. 1 & 2

NATSAP Research  
Update.....Pg. 2

Montana Licensure  
Update.....Pgs. 2 & 3

2007 Utah Regional  
Conference.....Pg. 3

2007 Northern  
Rocky Mtn. Regional  
Conference.....Pg. 3

Gatehouse Academy  
Service Work.....Pgs. 3 & 4

30 Years Later.....Pg. 4

I Chose New Haven  
.....Pgs. 4 & 5

A Note.....Pg. 5

Keeping NATSAP  
Informed.....Pg. 5

Calendar of Events.....Pg. 6

*2nd Quarter 2007*

*Dustin Tibbitts,  
New Haven,  
Glenn Zaugg,  
Heritage Schools,  
Clinton Dorny,  
Discovery Ranch,  
Matt Checketts,  
Vista RTC  
Jared Hamner,  
West Ridge Academy*



*Jacqueline Danforth,  
New Horizons for  
Young Women with  
Maine  
Sen. John Warner*



*Mark McGuiness,  
Prescott House,  
at Sen. John  
McCain's Office*



**Off to a Meeting:**  
*Jan Moss, NATSAP  
Sid Parham,  
Family Foundation  
School  
Angie Senic,  
Eckerd Youth  
Alternatives*



*Ben Montano,  
Three Springs  
with  
Virginia  
Gov. Tim Kaine*



## *President's Corner: Accepting, Embracing and Leading Change* **Sharon Laney**



Dr. John Santa, our previous Board President, did a wonderful job of developing and utilizing the committee structure. These committees have accomplished so much and are positioned to accomplish even more in 2007-2008.

The NATSAP Board met in March and part of our meeting was used to review our needs and prioritize reasonable deliverables. We asked the question that many of you have also asked, "what are we - a trade or professional organization?" We determined that we are both and as a professional trade organization we will focus our efforts on continuing to raise the bar high as well as make sure that we serve our members.

We also reviewed our past, noting the many accomplishments of the organization, as well as understanding NATSAP's need to become more structured and systematized.

During the last six months, each of you has become more aware of our challenges and recognize how our industry is changing. During our 2007 conference in La Jolla, there was a common theme: "industry threats and trends" resulting in a "call to arms" so to speak.

Powerful trends, critics and forces are at work now, and may grow even stronger over the coming years. As a result, more and more programs and schools will be pushed to reduce costs while improving quality, will be required to focus on evidence based treatment, to re-strategize, mergers/buyouts will increase and much more. These threats make each of our involvement with NATSAP even more critical and necessary that we rally together.

I believe that NATSAP members collectively will adapt to the shifting conditions, will continue to improve the standards of good practice and ethics, and will join with similar organizations to effect positive change to our industry.

Change is inevitable. Our goal as a NATSAP Board, and you as a NATSAP member, must be to understand and accept change, systemize our deliverable services, structure our organization on a more business model, assist each other to persevere with the sharing of knowledge and tools, while continuing to raise awareness and standards.

Recent events (our visit to Capitol Hill and contributions to our public policy work) have demonstrated our members' commitment and willingness to contribute. In the coming months we will need each and every member to commit to an active role in NATSAP. Respond to our requests to complete a survey, to nominate an alumni for the NATSAP Advisory Council, to submit articles to our newsletters and to our Journal (JTSP), to develop relationships with your congressional representatives; seek out a committee chairperson and get involved! This is your organization and the threats are to all of us.

I am optimistic that 2007-2008 will bring good changes. Together we will move NATSAP forward while positively impacting our Industry and continuing to serve the children and families who are the reason for our commitment to excellence.

## *NATSAP Research and Evaluation Network: Update*

### **The Project in a Nutshell**

#### **Description**

The NATSAP Research Committee, chaired by John Santa, Ph.D., Montana Academy, is working with Dr. Michael Gass and graduate student Michael Young at UNH to develop and manage a data collection network designed to allow for maximum participation by NATSAP member programs. The hope is to create a deidentified aggregate database. The plan is for the majority of the network's data gathering to be conducted through a web-based outcome and data management application.

#### **Goals**

- Collect aggregate outcome information that will help NATSAP communicate the nature and quality of member programs' work to stake holders.
- Allow programs to access clinically relevant assessment info for treatment planning purposes
- Allow programs access to their own de-identified aggregate information for purposes of quality improvement
- Organize the data into an archival database that can be accessible to approved additional research projects

#### **Update**

The NATSAP research committee and University of New Hampshire based research coordinators have been working over the past few months to get the network up and running. Four beta- test sites have been selected and have gone through the application process, the study protocol has undergone review by the UNH Institutional Review Board, and we have negotiated a licensing agreement with the Auchenbach System of Empirical Assessments to use their Youth Self Report and Child Behavior Checklist forms within our electronic web-based application. We are currently working with www.Carepaths.com to set up our proposed protocol (see figure 1) in a semi-automated web-based format that will provide study participants on-line access

to assessments and personalized e-mail reminders.

The committee is hoping to complete the beta testing process and begin enrollment of interested programs by the end of the summer. Although the project has been presented at both the national and at regional NATSAP conferences already, once the system is up and running, a more comprehensive effort to recruit and inform member programs will take place.

In the meantime, if you have questions about the project, please contact Michael Young at (603)862-2007 or Michael.Young@unh.edu.

*Figure 1.*  
Proposed Data Collection Schedule for NATSAP Research and Evaluation Network Outcomes Study

|                                                                         | <b>Time 1<br/>Admission</b>                                                                           | <b>Time 2:<br/>Discharge</b>                                                         | <b>Time 3:<br/>1 Year post-discharge</b>                                                  |
|-------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|
| <b>Youth</b>                                                            | 1. Assent Form<br>2. Youth Admission Background Questionnaire<br>3. ASEBA YSR and/or Y-OQ-SR          | 1. Youth Discharge Background Questionnaire<br>2. ASEBA YSR and/or Y-OQ-SR           | 1. Youth Post-Discharge Background Questionnaire<br>2. ASEBA YSR and/or Y-OQ-SR           |
| <b>Parent(s)/Guardian(s)</b>                                            | 1. Consent Form<br>2. Parent/Guardian Admission Background Questionnaire<br>3. ASEBA CBCL and/or Y-OQ | 1. Parent/Guardian Discharge Background Questionnaire<br>2. ASEBA YSR and/or Y-OQ-SR | 1. Parent/Guardian Post-Discharge Background Questionnaire<br>2. ASEBA YSR and/or Y-OQ-SR |
| <b>Participating Professional Collaterals (Including program staff)</b> | ASEBA CBCL and/or Y-OQ                                                                                | ASEBA CBCL and/or Y-OQ                                                               | ASEBA CBCL and/or Y-OQ                                                                    |

## *Montana Licensure Update* Linda Carpenter

It is true what they say, if you work together on a common goal, good results can follow. NATSAP programs in Montana have been working together this year to pass a licensure bill that will regulate the therapeutic programs that operate in our state. Legislation was passed last April that requires the board of Private Alternative Adolescent Residential and Outdoor Programs (PAARP) to set rules regulating private alternative residential and outdoor programs by January of 2008.

The bill outlined areas that are required by all programs and allows the board to set rules that regulate such items as behavior management; personnel; medication maintenance and nutrition, which will address the safety of children in out of home care.

Currently the PAARP board has appointed a committee to look at possible rules and make recommendations to the board. The committee is made up of program representatives as well as state elected representatives from the legislature. They hope to have their work completed with recommendations to the board by late fall. Members of NATSAP serving on the committee are Mary Alexine from Chrysalis (also a member of the PAARP board) and Linda Carpenter from Hope Ranch.

NATSAP programs in Montana are working closely to be sure that meaningful professional standards and oversight are part of the regulations. Safe and effective therapeutic care for children remains the priority.

*2007 NATSAP Utah  
Regional Conference  
Tony Mosier, Conference Chair,  
Telos RTC*

The 2007 NATSAP Utah Regional Conference was a wonderful success, with over 350 attendees. In order to support the growth in attendance over the past two Utah Regionals, a new venue, Thanksgiving Point, was selected. The conference was held on Thursday, April 19th and Thanksgiving Point, a popular entertainment destination featuring an ancient life museum, shopping, a petting zoo, IMAX theatres, and beautiful gardens, received a resounding “two-thumbs up” from those in attendance.

The conference was held during the “Festival of Tulips” much to the enjoyment of the horticulturists among us. Lon Woodbury (of strugglingteens.com) was the keynote speaker. His address focused on how Internet marketing is impacting our industry.

The breakout sessions were divided into several special interest “tracks”: Residential, Clinical, Leadership, etc. Training topics included transition planning, coping with administrative stress, qualities of successful front-line staff, treating trauma response, substance abuse treatment, emergency preparedness, NLD, treating Asperger’s Disorder, and working with “the lost child”. NATSAP representatives offered additional training on NATSAP Individual Certification and the NATSAP Research Initiative. Dr. Ellen Behrens encouraged the NATSAP membership to participate in this very important initiative.

Jeff Smith, the outgoing President of the Utah Chapter, was awarded a NATSAP Service Award for his excellent contribution to the Utah area. Jeff did a tremendous job serving as a representative for the private sector throughout the revisions of Utah State regulations governing residential treatment.

We thank the presenters and organizers of this conference. It is amazing to consider that NATSAP is largely a volunteer organization. Clearly the spirit of service and collegiality was demonstrated throughout the day. See you in Savannah for the 2008 National Conference!

*2007 Northern Rocky Mountain Chapter  
Regional Conference  
Linda Carpenter*

The quote that comes to mind as I write this article is “If you build it, they will come”. Well, the newly formed Northern Rocky Mountain Chapter did just that. We planned our first conference for May 5, on a Saturday, in Sandpoint, ID hoping that our program professionals would come. And indeed, 80 strong came from Idaho, Washington and Montana. Chaired by Steve Fairbanks from Building Bridges the day dawned bright, sunny and warm and the conference was called to order after setting up extra tables and chairs to accommodate everyone.

Delegates heard presentations from Pat Hawkins, Wilderness Treatment Center, on Alcoholism and the 12 Step Goals; Carol Santa, Montana Academy, on Teaching for Executive Functioning; Andy Anderson, Independent Small Programs Alliance, on Crisis Management and John Santa on the NATSAP Research Project. Attendees also enjoyed a presentation by Sidney Parham, NATSAP Board Representative, (who had his first trip to Montana and Idaho) along with Penny James, Explorations, representing the NATSAP Board and sharing the certification initiative NATSAP has undertaken for direct care staff.

The chapter members have decided to offer a second regional conference in September and the public relations committee, under the guidance of Tim Corson, Montana Academy, is planning a fun run on Sept. 8th, in Kalispell, Montana to raise awareness of our profession, bring the membership together for fun and fellowship and raise money to assist the mental health facility in our region.

The enthusiasm in the region for NATSAP and its programs is exciting and the energy being generated is indeed contagious. Come join us in Kalispell on Sept. 13th or better, yet, bring your “tennies” and join the fun on Sept. 8th.

*NATSAP wishes to acknowledge all of the volunteers from NATSAP programs who contributed greatly to ensure the success of these conferences. Your extraordinary efforts on our behalf make our regional conferences possible. Again, THANK YOU! THANK YOU!*  
--- Jan Moss, Executive Director

*Gatehouse Academy Young  
Adults Depict the Horrors  
of Drunk Driving  
Glenna Conway*



The young adults of Gatehouse Academy, a long term drug and alcohol treatment center, are on a roll with service work these days. Recently the young adults teamed up with the Wickenburg Police Department, Department of Public

Safety, Wickenburg Fire Department, and Lifeline Ambulance Service to put on a powerful show for Wickenburg High School students and staff.

The scene was a mock drunk driving accident. Three Gatehouse Academy residents posed as victims trapped inside two crushed vehicles while two others lay outside the vehicles. Real smoke was set off by a flare right before emergency crews rushed in to help. The fire department began spraying out the fake fire while the ambulance service began treating injuries that were created with stage make-up. At one point the “jaws of life,” a high-powered hydraulic rescue tool, was used to extricate one of the victims from their car. The drunk driver was handcuffed by Wickenburg

Department and taken away.



The Wickenburg High students and staff had no idea that the event was going to take place. They discovered the accident unfolding after the fire alarm was set off inside the school. Once they filed outside they came upon the gruesome scene. At the end of the skit the students were brought into the school's auditorium to learn more about the serious effects that drunk driving can cause. The High School's principal and the Wickenburg Police Department strategically planned the event before prom night.



“Our hope is that the Wickenburg High School students will take the memory of this event with them and think before getting into a vehicle where alcohol and drugs are involved” stated Kent Sherman CEO of Gatehouse Academy, “We consider it our duty to help spread this message”.

### *30 Years Later*

Just found your website (Wendigo Lake Expeditions), and was completely astonished to see you are still up and running! Congratulations on your longevity and the sure and certainty you have helped many like me. I was assessed for Project D.A.R.E. (Portage Program) back in 1975. I graduated with my crew in August 1975, and am still today using everything you taught me, both life and outdoor skills. I am currently living in British Columbia, and am out on the ocean every day. The lessons I learned, the encouragement and support I received were the genesis of, and remain to this day, some of my greatest strengths as a father, citizen, friend and outdoorsman. I arrived at Camp Portage/Wendigo in the spring of 1975 at the age of 15 and graduated just after my sixteenth birthday. I have three daughters now, 18, 25, and 26. All are doing fantastic, with one in the hospitality industry, another in retail and one a nurse. All are

accomplished at all aspects of the training I received, including water and climbing skills. Getting the opportunity to look at myself, my fears, my perceived limits and my hard work, it has paid off a thousand times over. I want to say thank you so much.

I send my very best to the present staff, and urge you to continue the invaluable work you have undertaken. To parents of students in or about to come to Wendigo Lake Expeditions, I also send my thoughts and wishes for their children's success.

Once again, kudos, and a most hearty and sincere thank you. SEEK YOUR HORIZON!!!!!!!!!!!!

Yours truly,  
Brian

*I Chose New Haven*  
Kristin Crick, 2005 Alumnus

New Haven is considered a lot of things by different people—some girls and families consider it a haven, as the name implies, while there are the obvious girls who consider New Haven a punishment. In fact, most girls get on the plane to Utah just “knowing” that their parents are “punishing” them for being “bad.” However, my journey to New Haven was a little different. I chose to go. I found the website and I showed my parents, who subsequently talked to a plethora of therapists and psychiatrists in our area, trying to get as many opinions as possible. I knew that I needed to go and I knew that New Haven was the place; my parents just didn't believe me at first—I mean, my mom and the Admissions Director were practically best friends before they even met, they talked so much. I don't blame them, though. It's a big decision to send your firstborn 1,800 miles away from home for months and months and leave her completely in the care of people you don't know. It's an even harder decision when she's such a danger to herself.

Even though I chose New Haven and knew that it was the right place for me, I cannot begin to describe the terror that I had when I hugged my mom goodbye right before she left. I remember her saying, “Give it a chance,” and thinking that there was no way I could do it – that I could never get better. I didn't want to disappoint her, though, so I simply said, “Okay.” It makes me cry even now to think about that moment. I remember that it was then that the reality of the fact that I was going to be stuck in that big white house for the next five-to-nine months with these people I had just met set in. I was terrified that my parents would spend all that money and devote all that time and I wouldn't change. I thought that they would forget about me. I was scared that no one would like me there and that it would be like the hospital—cold and scary. I was mostly scared about opening up and allowing change to happen. I was terrified of breaking out of the comfort zone I had made for myself.

I could now chronicle my stay at New Haven and different stages I went through and experiences I had. There are even a few good stories I could tell that I will never forget. However, I've learned that that's not what's most important to me anymore. I will always remember certain specific details of my stay at New Haven. I could never forget the things that happened to me and the people

I've grown so close to because of my stay there. But what I focus on now is not that, but how who I am has been shaped by the small period of my life that was New Haven.

I came to New Haven from Louisville, KY but I graduated from high school through New Haven and decided to go to the University of Utah, in Salt Lake City. Because of this, I've had different experiences than most girls have after they leave. I live close enough that I could visit everyday. In fact, I visited at least 10 times within a month after I transitioned (and two weeks of that month were spent in Kentucky)! Since I live so near, I've become close friends with some of the staff. I've hung out with staff and their spouses outside of New Haven. In fact, I celebrated my eighteenth birthday with three staff and their husbands, eating ice cream and playing games. Most girls don't get this chance. I feel very lucky that my interactions with the people at New Haven have evolved into such a friendly, "normal" relationships.

Lately, however, my relationship with New Haven has changed even more. I haven't visited in about a month. It's not because I don't think about New Haven or because I don't think it's an important part of my life anymore, but it's because it's not my immediate life. I live only forty miles away, but my life now consists of the things I've gained because New Haven taught me how to help myself. I still talk to my therapist, I still talk to girls I was there with, I still think about New Haven, but my life is what it is now, and I know that that's what I need to focus on. I love New Haven with all of my heart and I am so very, very grateful for all it has taught me. The most important thing I've learned, though, is that I need to live in the here and now; I need to focus on my life now while still appreciating and recognizing where I've come from.

I am now a sophomore at the University of Utah, studying recreational therapy, with lots of friends, very happy, and I have so many opportunities ahead of me. I would not be where I am without the guidance and patience that everyone at New Haven had with me. I've gone from being a withdrawn, self-destructive teenager, to a happy, well-adjusted woman. And it wasn't New Haven who did this to me; they gave me the skills so I could make it happen.

New Haven shows us that we are loved, teaches us how to love, and helps us spread love in our lives. They don't make the change for us, but they are essential to the change. I am so happy that I went to New Haven when I did and I'm forever thankful to New Haven for providing me the possibility to have this sort of balance in my life. Thank you.

### *A Note from Hidden Lake Academy*

The unfortunate fire which completely destroyed the Hidden Lake Academy's Academic Building brought out the best in everyone. Staff, students and members of the community instantly rallied together to give a new face to misfortune. It was one of combined effort and purpose. Luckily, when the school gymnasium was built it was designed as most schools now design and construct their academic buildings. The Gym is surrounded by classrooms on all sides. Because we already had a large academic building they were being used as office space. Staff immediately moved offices and classrooms were made ready; cleaning and painting them overnight.

Textbooks from the library and dorm rooms were gathered. New desks, chairs, tables obtained. Within 48 hours a new academic building rose literally from the ashes.

It was an amazing effort by not just our staff but students as well. Everyone worked together determined not to let this tragedy affect the school. The students and teachers love the new classrooms. Out of ashes a new spirit has been born. Thank you to everyone who reached out and made this transformation happen.

### *Keeping NATSAP Informed*

I was recently reviewing the Seen n' Heard section on Struggling Teens and found several announcements about a new executive or admissions director in our member programs. There was even an announcement of new ownership.

Unfortunately, none of these announcements made it to the NATSAP office. The importance of informing us? 1) we can update the information on your program page on the NATSAP website and 2) we can update our member contact list to be sure that these important individuals at your program receive the NATSAP communications.

So – we are asking that when you send Struggling Teens the announcements that you include NATSAP as well. All you have to do is send it to [info@natsap.org](mailto:info@natsap.org)

Thanks!!!

Jan Moss

### *NATSAP Members Honored*

President and co-founder, Elliot Sainer, of Aspen Education Group was named the 2007 Ernst & Young Entrepreneur of the Year in the Consumer Services Category for the Greater Los Angeles Region.

Jayne Selby-Longnecker of Benchmark Young Adult School was honored at the Fifth Annual "Celebration of Women in Business," with an award presented by The Orange County Association of Health Underwriters (OCAHU).

*When conscience governs vision,  
leadership endures and changes  
the world for good.  
--- Stephen R. Covey*

# 2007/2008 Calendar of Events

| 2007            | Event                                                    | Location                                                  | City / State      |
|-----------------|----------------------------------------------------------|-----------------------------------------------------------|-------------------|
| June 22-24      | 2007 Adventure Therapy Best Practices Conference         | University of New Hampshire                               | Durham, NH        |
| July 4          | Independence Day- NATSAP Office Closed                   |                                                           |                   |
| July 5 -6       | NATSAP Office Closed                                     |                                                           |                   |
| August 17 -20   | APA Conference                                           | San Francisco Hilton and Marriott Hotels                  | San Francisco, CA |
| September 7 – 9 | Wilderness Therapy Symposium                             | Naropa University                                         | Boulder, CO       |
| September 13    | Rocky Mountain Regional Conference                       |                                                           | Kalispell, MT     |
| Sept 23 – 25    | National Association of Therapeutic Wilderness Camping   | Jekyll Oceanfront Clarion Resort & Spa                    | Jekyll Island, GA |
| September 27    | Northeast Regional Pre-Conference Dinner                 | The Colony Hotel                                          | Kennebunkport, ME |
| September 28    | Northeast Regional Conference                            | The Colony Hotel                                          | Kennebunkport, ME |
| October 3 -4    | NATSAP Board of Directors Meeting                        | The Riverhouse Hotel                                      | Bend, OR          |
| October 4       | Northwest Regional Pre-Conference Reception              | The Riverhouse Hotel                                      | Bend, OR          |
| October 5       | Northwest Regional Conference                            | The Riverhouse Hotel                                      | Bend, OR          |
| October 18      | Southeast Regional Pre-Conference Reception              | Wyndham Vinings Hotel                                     | Atlanta, GA       |
| October 19      | Southeast Regional Conference                            | Wyndham Vinings Hotel                                     | Atlanta, GA       |
| November 6 – 10 | IECA Fall Conference                                     |                                                           | Los Angeles, CA   |
| November 8 – 11 | Association for Experiential Education Annual Conference | Peabody Hotel and the Little Rock Convention Center       | Little Rock, AR   |
| November 22     | Thanksgiving – NATSAP Office Closed                      |                                                           |                   |
| November 23     | NATSAP Office Closed                                     |                                                           |                   |
| December 24     | Christmas Eve – NATSAP Office Closed                     |                                                           |                   |
| December 25     | Christmas – NATSAP Office Closed                         |                                                           |                   |
| December 31     | New Year's Eve – NATSAP Office Closed                    |                                                           |                   |
| 2008            | Event                                                    | Location                                                  | City / State      |
| January 1       | New Year's Day – NATSAP Office Closed                    |                                                           |                   |
| Feb 7 – 8       | 2008 NATSAP National Conference                          | Savannah Westin Harbor and the Savannah Convention Center | Savannah, GA      |
| May 13 – 17     | IECA Spring Conference                                   |                                                           | Minneapolis, MN   |

Highlight your membership by adding the NATSAP logo to your website



NATSAP

*Vision*

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*

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.

*2nd Quarter 2007*

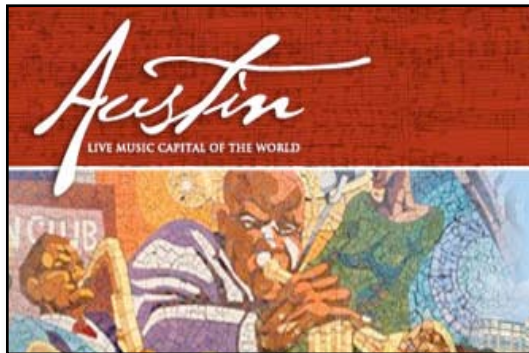
**Very Important!**  
Please contact the  
NATSAP office with any  
changes in information  
about your program so  
we can keep the  
NATSAP Website  
current. Thank you!



NATSAP  
126 N. Marina, Ste. 2  
Prescott, AZ 86301  
Phone: (928) 443-9505  
FAX: (928) 445-9507  
E-mail: [info@natsap.org](mailto:info@natsap.org)  
Web: [www.natsap.org](http://www.natsap.org)

*2nd Quarter 2007*

## *NATSAP Selects 2009 National Conference Location*



NATSAP will be celebrating our  
**10th Anniversary**  
in Austin, Texas at the Hilton Austin  
on January 29 - 31, 2009



National Association of Therapeutic  
Schools and Programs  
126 N. Marina  
Prescott, AZ 86301

TO:



3rd & 4th Quarters  
2007



### Board of Directors

Sharon Laney, President  
Three Springs, Inc.

Craig LaMont, Vice-President  
Telos Residential Treatment

Gil Hallows, Treasurer  
Aspen Achievement Academy

Will White, Secretary  
Summit Achievement

Michael Berrett  
Center for Change

Linda Carpenter  
Star Meadows Academy  
at Hope Ranch

Karen Fitzhugh  
King George School

Penny James  
Explorations

Michael Merchant  
ANASAZI Foundation

James Meyer  
The Oakley School

Sidney Parham  
Family Foundation School

Audrey Peavey  
New Horizons for Young Women

Craig Rodabough  
CERTS

John Stewart  
New Haven

John Santa, Ex-Officio  
Montana Academy

Jane Kolber, Ex-Officio  
Educational Consultant

**NATSAP Office**  
Jan Moss, Executive Director  
126 N. Marina, Ste. 2  
Prescott, AZ 86301  
Telephone: (928) 443-9505  
E-mail: [info@natsap.org](mailto:info@natsap.org)  
Web: [www.natsap.org](http://www.natsap.org)

# NATSAP News

The National Association of Therapeutic Schools and Programs

## 2008 NATSAP Conference *Changing Programs, Changing Times*

We are excited about our 2008 Conference, aptly titled *Changing Programs, Changing Times*. The Conference promises many excellent presentations, which the Committee carefully selected to include areas of interest in academics, administrative, clinical, leadership, and transition.

Many of you remember Gary Ferguson's appearance at our 2001 Conference. We are pleased to welcome him back to present *Fruits of the Wild: 10 Years After Shouting at the Sky*.

Dr. Grover Loughmiller will present the *Origins and Directions of Therapeutic Camping*. Dr. Loughmiller will address the therapeutic camping movement established by his father, Campbell Loughmiller, how it began and how it evolved.

We have some important Community Gatherings on Saturday, so plan on staying through that morning. Among them is a panel presentation of accreditation opportunities as we approach the 2009 deadline for licensing and/or accreditation for all NATSAP members; NATSAP's Research Initiative; and an introduction to the NATSAP Advisory Council.

Georgia's First City, Savannah, will enchant you with its unique Southern charm, stunning natural beauty and pedestrian-friendly layout. We encourage you to take time before or after the Conference to experience Savannah's history. The hotel is conveniently located on the river where a water taxi will transport you to the restored cotton warehouses along the riverfront and the meticulously preserved antebellum mansions, which line the city's streets.

## Pre-Conference Workshops to Provide *Insight Into Risk Management*

The morning Pre-Conference Workshop at the NATSAP 2008 Conference in Savannah, Georgia will

focus on actual case studies of incidents, instructing our members on the details that will assist them in prevention. The panel of presenters will review pictures and statements on websites to distinguish between the information that provides a straightforward and candid description of your program and a flashy website that may add undo liability.

The afternoon workshop will provide an in-depth review of parental release forms with a discussion on state laws regarding parents' rights in releasing custody of their child. The workshop will continue with a discussion on employee background checks, outlining the standards for employees working with children and adolescents.

The pre-conference workshops will be conducted by a panel of three highly qualified individuals, who will address these topics and are open to discussion on participant questions and concerns.

**Reb Gregg** is a licensed attorney in Houston, Texas. He has served as president of the Houston Bar Association and on the Board of Directors of the State Bar of Texas.

For the past 15 years, Reb has worked primarily with recreation and adventure-based and is a leading practitioner, lecturer, and writer <http://www.rebgregg.com/> in managing legal liability issues for such programs. He was identified in the July 2002 issue of Outside Magazine [http://outside.away.com/outside/news/200207/200207\\_warning\\_1.adp](http://outside.away.com/outside/news/200207/200207_warning_1.adp) as "the Dean of the Outdoor Bar."

Reb's clients include outdoor schools, adventure travel and study abroad programs, college and university outdoor programs and clubs, and challenge course constructors, operators and facilitators.

**Tauni Cobb-Aikin** is currently the lead consultant in the Risk Management Division of Powell & Elliot Collaborative. She has over 10 years of risk management experience working with Youth Treatment Programs. Tauni currently provides

## Inside This Issue



2008 NATSAP National Conference.....Front Cover

2008 Pre-Conference Workshops  
.....Front Cover & Pg. 1

President's Corner  
.....Pg. 1

6+ Years of Dedication & Commitment.....Pgs. 1 & 2

John McKay Elected to NATSAP Board.....Pg. 2

CoreSolutions.....Pgs. 2 & 3

Research Updates  
.....Pgs. 3 & 4

Advisory Council's First Meeting.....Pg. 4

Advisory Council Introduction.....Pgs. 4 & 5

Predictors of Success  
.....Pgs. 5, 6 & Back Cover

AMATS Announces Founding Members  
.....Back Cover

*3rd & 4th Quarters*  
*2007*

for youth programs seeking improvements in the following areas:

- **OSHA/Safety Compliances**
- **Workers' Compensation Issues**
- **Client Incidents**
- **Regulatory Compliance**

**Cole Schlack** is the Program Manager at CBI Insurance Agency. He manages the Youth Treatment Insurance Program. Cole has over 10 years experience with Social Service Insurance Programs and started the Youth Treatment Insurance Program to better service NATSAP Members. The Program is currently the largest insurer of Youth Treatment Organizations in the United States.

### *President's Corner* **Sharon Laney**



Jan and her staff are hard at work preparing for our 2008 Annual Conference in Savannah, GA. Savannah, a true southern jewel, is a treasure of historic homes, antique shops, and wonderful restaurants. The city is also surrounded by the islands of St. Simon, Cumberland, Tybee and others. I hope that as you plan for the conference, you include some time to enjoy the local sights.

The conference itself will again provide quality breakout sessions that will make it difficult to narrow your selection. The conference will offer tracks in academics, administration/leadership, and transition, as well as clinical presentations. Our keynote speakers are Gary Ferguson of *Shouting at the Sky* fame and Dr. Grover Loughmiller, son of Campbell Loughmiller (1906-1993) who was widely recognized as a leader in therapeutic work with troubled young people in outdoor settings.

The conference will be held February 7-9 at the Westin Savannah Harbor Golf Resort & Spa with the majority of our sessions being held in the adjacent Savannah International Trade & Convention Center. The hotel is located on the Savannah River where water taxis await to transport you to Savannah's River Street and the historical district. We held our March board meeting there and found the entire meeting successful and delightful.

One of the most important meetings at the conference is our Annual Members meeting. The NATSAP Board, Committees and staff have

accomplished a great deal in 2007. Both an Ethics Summit and a Principles of Good Practice Summit have been held this year. The NATSAP Research Initiative is well underway; our plans to provide a NATSAP Certification to the staff of our member programs; an improved web communication with our members & staff and our advocacy in Washington, D.C. will all be reported during our Annual Meeting.

It will be very important that a representative with voting power or proxy attend the 2008 Annual Member Meeting. The Board will be presenting revisions to the Ethical Principles and the Principles of Good Practice for ratification by our members. This ratification requires a majority of our members be represented in the voting process.

Your role is critical in NATSAP. It is your active involvement in the organization that is its greatest strength. The NATSAP Board and the NATSAP staff are here to serve you, but we need your enthusiastic participation to further establish the organization as the voice of this industry.

We have just accomplished a milestone by upgrading our technology. We have contracted with CoreSolutions to provide a means for our committees, regional chapters and members to communicate. We will be using this forum to communicate with all of you and know that many of you have felt a need for more frequent communication and information. This improvement will allow us to post regular updates and additions while allowing you as members to respond. So many members have offered feedback and suggestions during the past couple of months. We greatly appreciate the guidance and support and are confident that our new web system will allow even more participation in the future.

As President of the Board, I am extremely proud of the many accomplishments of Jan Moss, her staff, and the Board and Committee members. It is vital that you take the time to attend the annual meeting and take advantage of the CoreSolution technology.

I look forward to greeting each of you in scenic Savannah.

*6+ Years of Dedication  
and Commitment*

Will White began his service on the NATSAP Board of Directors at the Atlanta, Georgia Board meeting in the Fall of 2001. He chaired the highly successful 2004 *Best Practices* Conference in Clearwater, Florida; and served as the Chair of the Membership

Committee from 2004 – 2006. Will began serving as Secretary in January 2006 and completes this term in January 2008. He led the Membership Committee in developing standard program definitions, multiple revisions of the NATSAP Membership Application and improvements in the application review process and subsequent recommendations to the Board. Will's contributions to the NATSAP Executive Committee will be missed. His quiet, thoughtful and intelligent counsel has led to significant changes in the organization. We all owe Will a debt of gratitude for his commitment and dedication to NATSAP for the last six+ years. Let's all take the time to extend our appreciation. Job well done, Will! Thank you!

### *John McKay Elected to NATSAP Board*



We welcome John McKay to the NATSAP Board of Directors. He joins President, Sharon Laney, Three Springs; Vice President, Craig LaMont, Telos Residential Treatment; Incoming Secretary, Michael Merchant, ANASAZI Foundation; Treasurer, Gil Hallows, Aspen Achievement Academy; Dr. Michael Berrett, Center for Change; Linda Carpenter, Star Meadows at Hope Ranch; Dr. Karen Fitzhugh, King George School;

Penny James, Explorations; James Meyer, Oakley School; Dr. Sidney Parham, Family Foundation School; Audrey Peavey, New Horizons for Young Women; Craig Rodabough, CERTS; and John Stewart, New Haven.

John McKay has worked for Rancho Valmora and The High Frontier for approximately 12 years. John served as the Executive Director of Rancho Valmora, where he began the organization's transition into the family choice market, and has served as the Vice-President and General Counsel since 2003. John has a B.A. in Biology from Washington & Lee University; an M.S. in Environmental Science from the University of Massachusetts at Boston; a J.D. from Vermont Law School; and will receive an M.A. in Counselor Education with a Mental Health emphasis from the University of Montana in Spring 2008.

John's first vision in working as a Board Member is to continue NATSAP's efforts to strengthen advocacy, outreach and education. He has served on NATSAP's Public Policy Committee over the past year and has a solid understanding of the policy and legislative issues involving our programs. He will use his background as an attorney and understanding of the regulatory and legislative processes to ensure that the common interests of our programs are effectively advocated.

John's second vision is to continue NATSAP's efforts to support the implementation of outcome studies by our member programs. He believes outcome studies are an important tool to improve our understanding of the process of change in a residential setting, to more effectively manage our programs and to improve the public's awareness of the population we serve and the efficacy of the services we provide.

*Welcome to a New NATSAP Community -  
Improving Communication With and Among our  
Members – Don't Miss This Opportunity  
to Inform and Be Informed!*

### **The NATSAP Board of Directors and Staff**

We believe that communication is going to continue to be a vital key to our success. In addition to our newsletters, regional and national conferences, ongoing publications of surveys, manuals, and directories, we have added another very important component that is intended to give you a place to be actively involved and a central platform for NATSAP to disseminate information quickly and effectively.

We expect that over time this will become an invaluable meeting place for a variety of topics and resources. We feel that it is important that we unify and participate as a whole.

We have enrolled the support of Core Solutions to provide the platform for a safe and secure place for our communication. Core Solutions has vast experience in operating private online Communities for many groups within our field. Furthermore we have an operating agreement with them to keep this Community confidential (NATSAP members and their staff only) and fully operational.

The majority of our member programs Executives and Admissions Directors have received an email invitation from Core Solutions in the last few days. The invitation provided a connection to the site to establish an account and password.

We targeted these individuals as their information and email address are the most up-to-date that we have. We are *limiting access to the site to the staff of our member programs who have email addresses that clearly identify them with the member program and is unique to the individual (i.e. [jane@programname.com](mailto:jane@programname.com))*. All staff of our member programs are welcome. Since we believe that confidentiality is vital to the success of this communication method, we are excluding hotmail, yahoo and other generic accounts (i.e. [admissions@](mailto:admissions@) or [info@](mailto:info@)). If you have a special need to utilize one of these accounts, you must contact the NATSAP office to get authorization.

**As the first order of business on this new venue for communication, the Board is posting the recommended revisions to the Ethical Principles and the Principles of Good Practice. They are asking for your review and comments before proceeding to present them to you for ratification at the Annual Meeting in February. This is your opportunity to provide your feedback to the Board of Directors!**

This community will thrive on being private, secure and solution minded. Executives and Admissions Directors – encourage your key staff to apply for an account today!

If you have any questions or concerns please feel free to contact the NATSAP staff.

We expect that this will become an important resource for all of you. This will streamline the communication with the Board of Directors, the NATSAP staff and among our members opening up a new dynamic of Community participation.

*Research – A Cornerstone of Effective  
Programming and Advocacy: Highlighting  
Rigorous Research at NATSAP Programs*

NATSAP Program: Alpine Academy - a program of Utah Youth Village)

Utah Youth Village is committed to gathering data about the effectiveness of their programming and to utilizing evidence-based practice. They collect evaluation information from the State Division of Child & Family Services (DCFS), probation officers, parents, teachers, and children. They also utilize standardized instruments such as the Y-OQ and the Nowicki Locus of Control assessments to explore their outcomes in valid and reliable ways.

A major focus of their research has been on their Families First program. Recently released results from a five-year independent study on Families First, conducted by Dr. Robert Lewis, researcher for the Department of Human Services and Adjunct Professor at the University of Utah, indicated that Families First created positive, concrete changes in:

- Parent effectiveness
- Child/youth behavior
- Concrete services and resources for the family

In addition, these changes were proven to be effective long after the intervention had ended. Eric Bjorklund, Executive Director for Utah Youth Village/Alpine Academy, notes: “The results of the study were based on randomly selected comparisons between the treatment families and a control group of families, a level of rigorousness not often seen in social service research.”

The research paper was published by Children & Youth Services Review in October 2004. A link to the abstract for this study and an option to buy the full text article is available at the Utah Youth Village website’s research and evaluation page. Go to:

<http://www.youthvillage.org/about.php?area=research.php>

According to Program Director, Shanna Draper, Utah Youth Village continues to work with Dr. Lewis and is currently exploring specifically which combinations of client demographics and treatment activities correlate with positive outcomes.

Families First was also involved in research focused on suicide prevention. Wayne Arner the Director of the Families First Program, indicated that his program participated in a study which was completed by the University of Utah School of Medicine; Department of Pediatrics, Intermountain Injury Control Research Center. The researches included: Michelle Moskos, PhD, MPH, Sara Halbern, MSPH, Steve Alder, PhD, Han Kim, PhD, MSPH, and Doug Gray, MD. The title of their study is ‘Utah Youth Suicide Study: Evidence-based Suicide Prevention for Juvenile Offenders.’”

**Evidence Based Practice at Alpine Academy Utah Youth Village: The Family Teaching Model**

In addition to collection data on their own programming, Alpine Academy and Utah Youth Village utilize the Family-Teaching Model. The Teaching-Family model is an empirically tested residential treatment model. This model is currently utilized by NATSAP member program: Alpine Academy/Utah Youth Village.

According to APA Online (link below), “The Teaching-Family Model is one of the few evidence-based residential treatment programs for troubled children.”

<http://www.psychologymatters.org/teachingfamily.html>

NATSAP applauds the efforts of Alpine Academy and Utah Youth Village for their efforts to not only explore the effectiveness of their own programming, but to help further the knowledge-base of the field in general.

The NATSAP Research Committee would like to highlight the rigorous research efforts of other NATSAP programs here in the newsletter as well as on the NATSAP web-site. Please contact Michael Young at (603)862-2007 or [michael.young@unh.edu](mailto:michael.young@unh.edu).

*NATSAP Research and Evaluation Network: Update*

**Assessment Instruments:** The NATSAP Research and Evaluation Network will collect programmatic and client background and demographic information, as well as standardized psycho-social assessment. In addition to the program information surveys posted at SurveyMonkey.com, the NATSAP Research and Evaluation Network will collect individual client and client-family demographic data through the use of NATSAP-specific questionnaires. In addition to age and gender, these forms will ask clients and their parents and/or guardians to address additional issues such as substance abuse, school performance, and investment in their work with the program. In addition to these customized measures, the project will also utilize both the Achenbach System of Empirically Based Assessments (ASEBA) as well as the Outcome Questionnaire Family of Instruments (OQ).

Specifically, the network will seek to collect psycho-social client information from multiple sources through the use of Y-OQ-SR and ASEBA YSR self-report instruments with youth ages 11 to 19 and the Y-OQ and ASEBA Child Behavior Checklist (CBCL) instruments with all parents and collateral professionals (Achenbach, 1991; Burlingame et al., 1996; M. G. Wells et al., 1999). These instruments assess a variety of behavioral and emotional problems and have considerable overlap between them. Figure 1 compares the subscales measured by both the Y-OQ and the CBCL.

Both the ASEBA and OQ assessments are well known normed tools that have documented validity and reliability. The ASEBA instruments have been in use since the 1980s and since then have been used in thousands of studies all over the world (Bérubé & Achenbach, 2007). The OQ instruments have been developed more recently. They have published validity and reliability, correlate with the CBCL, and may potentially be more sensitive

to client therapeutic change (Lambert et al., 1996; Mosier, 1998; Mueller et al., 1998; Umphress et al., 1997; G. Wells et al., 1996). Programs participating in the network will have the option to use forms from one or both of these groups of instruments. Both options provide the opportunity to produce data that can be widely accepted and understood.

**Progress Update:** The Beta testing of the web-based application is complete and the developer is in the process of incorporating the changes we have requested. A very special thanks goes out to Shelley Boshard at New Haven RTC as well as Amy Simpson at Montana Academy for the hard work they put into testing the system. Further thanks is also due the families at these two programs who agreed to participate in the trial run; their feedback was truly invaluable. The hope is to begin working with programs to utilize the network for their own data collection by the end of the year.

Additionally, the NATSAP Research Council has begun the process of setting up a NATSAP Institutional review Board (IRB). The IRB will make it possible for NATSAP programs and researchers to customize their data collection efforts while maintaining federally required ethical standards of research. The IRB will allow programs without university affiliations to access the feedback and approval of an IRB at limited or no cost.

If you are interested in joining the network, or if you have questions about the project, please contact Michael Young at (603) 862-2007 or [Michael.yong@unh.edu](mailto:Michael.yong@unh.edu).

Figure 1. Subscales Measured by the ASEBA CBCL and the Y-OQ

| ASEBA Child Behavior Checklist<br>118 items                                                                                                                                                       | Youth Outcome Questionnaire<br>64 items |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|
| Competence scales: Activities, Social, and School                                                                                                                                                 | Interpersonal Distress (ID)             |
| Problem Subscales: Aggressive Behavior; Anxious/Depressed; Attention Problems; Complaints; Thought Problems; Rule-Breaking Behavior; Social Problems; Somatic                                     | Somatic (S)                             |
|                                                                                                                                                                                                   | Interpersonal Relations (IP)            |
|                                                                                                                                                                                                   | Critical Items (CI)                     |
| Also Grouped as six DSM-oriented scales:<br>Affective Problems; Anxiety Problems; Somatic Problems; Attention Deficit/Hyperactivity Problems; Oppositional Defiant Problems; and Conduct Problems | Social Problems (SP)                    |
|                                                                                                                                                                                                   | Behavioral Dysfunction (BD)             |
| From: <a href="http://www.aseba.org">www.aseba.org</a> ; <a href="http://www.oqmeasures.com">www.oqmeasures.com</a>                                                                               |                                         |

### Introducing the NATSAP Advisory Council Audrey Peavey, Alumni Committee Chair

It is my pleasure to introduce you to the newly formed NATSAP Advisory Council. The Council is comprised of five Alumni parents and five Alumni students. The Alumni Committee contacted the NATSAP members for nominations from their Alumni, requesting a letter of nomination with a letter of commitment from the nominee. The Committee met on July 10th in Atlanta, GA to make the final selections.

*Kaitlyn Currence – Student Alumni, Three Springs Paint Rock Valley and Auldern Academy.* Kaitlyn lives in Raleigh, NC. She received a

Bachelor's degree in psychology in May 2007. She is a volunteer in the Raleigh Big Sister program. Kaitlyn wants to share the value she received in her experience at these programs and to advise NATSAP as the organization moves into the future.

*Donelyn Gamble – Parent Alumni, New Haven.* Donelyn has been a tireless supporter of alumni families for three years. She has insight and perspective on what treatment and life after treatment should be. Donelyn believes voices need to be heard that speak to the successes, and the restoration and redemption of families. She and her husband reside in Washington State.

*Kristen Gourley – Student Alumni, New Haven.* Kristen is a 20-year old woman, who attended college at the University of Utah, married and moved to Georgia. She is currently pursuing her degree in business. Kristen wants to share her experience of growing into a responsible, happy, and self-fulfilled woman. She views serving on the Council as a unique opportunity to aid in NATSAP's commitment to provide and promote excellence in therapeutic programs.

*Trevor Heaton – Student Alumni, Life Designs.* Trevor is a student at Salt Lake Community College, majoring in Social Work. His dream is to own and operate his own drug treatment facility. He serves on community boards focusing on providing information about the dangers of drugs and alcohol. Trevor views this new Council as an opportunity to give back what was given to him.

*Margaret Hower – Parent Alumni, Catherine Freer Wilderness Therapy Expeditions.* Margaret and her husband live in Idaho. Margaret has a strong background in government affairs, currently working as a grants manager for the Idaho Children's Fund. She has first hand experience parenting a challenging child, understanding the roles family plays, and in working with a variety of therapeutic schools and programs. Margaret is committed to bringing all of her experience to her role as a member of the Council.

*Beth McGrotha – Parent Alumni, New Horizons for Young Women.* Beth sees the opportunity to serve on the Council as a means to fulfill her purpose in life – that of ensuring that the basis of private therapeutic schools and programs is concern for the young people involved and to make sure the highest quality of service is provided to the participants and their families. She is a resident of Florida.

*Kelly Nielson – Student Alumni, ANASAZI Foundation.* Kelly is married, a father of 2 and a student at Brigham Young University, majoring in Economics. He worked as field staff for ANASAZI Foundation, followed by responsibility in their Finance Department assisting families to find funding for the tuition. He brings experiences and ideas that will contribute to the vision and effectiveness of the Council.

*Dr. Eva Pappas – Parent Alumni, Élan School* Eva is a Clinical Psychologist and the author of *The Other Son*, an autobiographical book that tells how her family coped with opposition, defiance and addiction. She is active in the Daytop Family Association in New York, where she resides with her family. Her ultimate goal is to help change the laws so that families like hers can find it easier to get help for our children. Until then, we must continue to help families to help their children.

*Scott Pilara – Student Alumni, Echo Springs Transition Study Center.* Scott has completed his bachelor's degree and is currently working on his master's degree while working as a drug/alcohol counselor at a recovery center in California. He sees on a daily basis how the lingering upsets of childhood have the potential to negatively affect individuals well into their adulthood. He welcomes the opportunity to serve on the Council to positively impact adolescents who may face difficulty as well as crisis in their lives.

*Michele Whaley – Parent Alumni, Three Springs Paint Rock Valley.* Michele was an active participant in all parent activities during her son's attendance at Paint Rock Valley. She is committed to sharing her experiences with other parents and to become an active participant in ensuring quality services to other families in need. Michele and her husband reside in North Carolina.

Thanks to all member programs who nominated an alumni student or parent for this Council, and to the selected members for giving so generously of their time and experience to help develop this exciting Council.

*Advisory Council Holds First Meeting*  
**Rhea Verbanic**  
**Echo Springs Transition Study Center**

We all know what a nightmare scheduling can be, so it was a small miracle when 10 individuals from across the country and 2 representatives from the NATSAP Alumni Committee were all able to meet in Salt Lake City in early November for the first meeting of the NATSAP Advisory Council! The previous article introduced each member and I can only say "What an incredible gathering of energy, experience and talent!"

The primary objective of the Council is to act as an advisor to NATSAP to ensure continued improvement in services and to assist in raising the bar to provide the highest quality programming. The Council members conducted a wonderful brainstorming session on what the Council could become and possible directions they wanted to take. In addition to advising NATSAP, the Council is interested in:

- Supporting legislative advocacy starting with a letter writing campaign to George Miller and the Education Committee during the week of December 3rd
- Community outreach and education to help spread the word to professionals and families about the work of NATSAP
- Support groups that can be generalized to local communities and the development of an alumni database
- Fundraising and financial planning that will allow the Council to become an independent and self-supporting organization

The Council stepped into their role quickly as an advisory group by providing the following to the NATSAP Board:

- Improvements to the NATSAP website would assist in better defining the organization
- Review the NATSAP mission statement for clarity
- Consider strengthening our definitions in regards to best practices
- Make the NATSAP Directory more accessible within local communities
- Include a track for parents and alumni at our conferences

Beth McGrotha was elected President of the Council, Kaitlyn Current as Secretary and Kelly Nielson, Treasurer. Several members will participate in a panel discussion at the 2008 NATSAP conference in Savannah on Saturday. Plan on attending to meet this dynamic group.

The Council encourages all of our members to continue to reach out to their Alumni as the Council grows into a strong force in this industry. We look forward to hearing of their continued progress.

*Predicting Success For Youth Substance Abuse*  
*Treatment: There Is No Silver Bullet*  
**Patrick J. Barrasso, LCSW**  
**In Balance Ranch Academy, Inc.**

Well, I believe all of us in this field would like to guarantee our students/clients/patients that they will leave our programs and live well and successful lives for ever more. Yet, we all know there is no silver bullet, no exact formula that guarantees success. However, the research does reflect various predictors of success based on well-crafted studies of adolescent treatment outcomes. In Balance programming, at all levels, the Ranch, the transitional living program, and our intensive outpatient program, all operate under each of the principles cited in the research. I will discuss these findings and why I believe they are true.

1. Treatment Completion: In fact, one study describes youth as twice as likely to reduce alcohol and drug use in the year following treatment completion than the sample that left before completion. (Winters, Stinchfield, Opland, Welling and Latimer, 2000). This finding is absolutely consistent with the Ranch outcomes. It is an easy one to understand. You see, most youth in treatment have had years of stopping before finishing anything. They have given up on believing they can successfully complete anything. This feeling of shame and self-loathing fuels the engine of their self-destructive behavior. Not finishing treatment becomes another "almost" in their lives; more evidence that they are not capable of "crossing the finish line." Sadly, parents will sometimes line up behind this because they are also afraid their child is not capable. At this point, I want to share an example of this powerful imprint on the brain when everyone lines up and communicates to the child that he/she is capable. In Balance had a student that gave a speech that went like this, "I wanted to quit and my parents wouldn't support it and the program wouldn't support it. This gave me the push I needed to finish and now for the rest of my life, I know when things that are important for me to complete get tough, I can push through the tough times and finish what I start. You see, I am now a finisher, not a quitter."

This was almost one year ago and he remains clean and successfully taking on college. This is just one reason finishing is so important; there are many more that I will discuss in further articles. That is why In Balance goes to such great lengths to assure each student is able to complete the entirety of the program and gets to celebrate Graduation.

2. Longer Treatment Stays: Youth that stayed 90+ days were 1.5 times more likely to be drug and alcohol-free one year post-treatment. (DATOS-A). This finding is also easy

given the new knowledge of the brain science as it pertains to adolescent development. Dr. Wilkins, M.D., as vice chair of the Department of Psychiatry and Behavioral Neurosciences, concluded that “adolescents are best able to process cognitive and emotional learning.” Good news, bad news, depending on who is doing the teaching. Youth involved in deviant subcultures learn a lot of anti-social mechanisms of thinking and behaving. The unlearning of these maladaptive mechanisms of existing take a long time to unlearn and replace with pro-social beliefs and emotional responses.

3. 12 Step Meeting Attendance: (Kelly, Myers & Brown, 2000). This finding dovetails perfectly into the post-discharge environment as one of the best predictors of success. Often professionals underestimate the efficacy of 12 step work as part of a comprehensive approach to treatment of adolescents. 12 step work alone with teens has not had the success it has with adults. That is why In Balance uses an eclectic approach with a strong emphasis on linking youth to a 12 step community once they leave us. It does no good to recommend a 12 step program to youth unless they truly understand what a 12 step program can offer. At In Balance Ranch, they will be mentored on the 12 steps in almost every aspect of their program over the year they are with us. Recently, we took 20 of our students to a conference in L.A. (California Youth people in AA Round Up). We sent 5 staff members also working a strong 12 step program. Our youth saw the living, breathing excitement of thousands of youth in recovery. They experienced the place of belonging they long for and once found in the drug subculture. Without guides to help them experience this, it would not have been nearly as meaningful. It is imperative that when youth leave treatment for substance abuse, that they have a strong support community to return to. AA or NA can often provide that, if they really understand what the program is all about and have had positive experiences with it!

4. Avoiding Alcohol is a Predictor of Success After Treatment: (Brown, Tapert, Tate & Abrantes, 2000). This seems at face value to make perfect sense yet all too often, parents may unintentionally communicate that drugs are not an option but moderate alcohol use may be tolerated. The majority of us in the treatment field understand that if youth could not moderate their drug use, almost certainly the same will occur with alcohol, which continues to be the most dangerous of all the substances of abuse. And those of us with extensive histories in the

addiction field have seen addicts time and time again switch substances only to have the same devastating outcome! We must impress upon young people the importance of staying drug and alcohol-free one day at a time while they integrate into their post-discharge environments. The longer they go without using any mind-altering substances, the greater the chance of long term success becomes.

5. Positive Relationships With Treatment Counselors: (Jainchill, Hawke, DeLeon & Yagelka, 2000). Since approximately 1990, I have been giving trainings both locally and nationally about relationship based efficacy in the work with youth. Education is critically important in understanding the science of what we do. Although, education alone is not enough to be effective with youth. Youth have to feel valued and understood by the treatment professional. Over the last 20 years, I have seen counselors over-identify with youth, and youth more than other populations will see right through this approach and it will not be effective. On the other hand, I have seen counselors under-identify with the clients and this is equally ineffective. There is a middle ground that takes good training and ongoing development and supervision to achieve. It is critical that the treatment professional needs to be able to connect with youth in order for change to occur. I always say in my trainings, “Be friendly, not their friend. We are too old to be their friends and they don’t need another friend. They need a firm, empathic, honest guide.” I strongly believe we must role model for our youth the change we expect in them. Youth can see through hypocrisies better than most.

6. Living Outside the Family Home After Discharge: (Jainchill, et al.) This finding may be confusing for parents. At the heart of this finding is the strong environment role played with youth in their development and maintains of substance abuse. Triggers come in all forms; the most common being emotional. Therefore, homes often have been the source of high levels of stress and discord contributing to these emotional triggers that can lead to relapse, especially for youth newly in recovery. In Balance Living, a transitional living program in Tucson, was founded for youth leaving treatment with this fact in mind. It can also be the case, because of the logistics of implementing a comprehensive aftercare plan, that families just are not able to support the aftercare plan. One of our students spoke about this to his community recently: “Both my parents work and put in long hours.

Highlight your membership by adding the NATSAP logo to your website



NATSAP  
*Vision*

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*

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.

*3rd & 4th Quarters  
2007*

**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  
126 N. Marina, Ste. 2  
Prescott, AZ 86301  
Phone: (928) 443-9505  
FAX: (928) 445-9507  
E-mail: [info@natsap.org](mailto:info@natsap.org)  
Web: [www.natsap.org](http://www.natsap.org)

*3rd & 4th Quarters*  
*2007*

Getting me to 90 meetings in 90 days and outpatient, as well as school and counseling was not going to be possible. So, I chose transitional living because of all that is built into it and that's what I need to make sure I succeed upon leaving treatment."

Also considered in the data here is avoiding deviant peers; (Jainchill, et al.) breaking free from the subculture that used to support the old self-destructive patterns. I have seen over the years youth strong in treatment return home only to find that old subculture too hard to avoid. These are some of the important factors to consider in this finding.

**NO SILVER BULLET EXISTS FOR GUARANTEED SUCCESS.** Yet, there are an abundance of factors that can contribute to a successful outcome, many of which I have covered in this article.

It has been and continues to be a great honor to serve this population. I am grateful to see successes every day for the work treatment professionals

do all over the country to enhance outcomes for our youth who struggle with substance abuse and addiction. My experience is that adolescent treatment professionals are a unique and highly committed bunch. We must continually improve how we stabilize youth, but more importantly how we sustain their growth and development after they leave our treatment communities.

*Association of Mediation and Transport Services (AMATS) Announces Provisional Founding Members*

Jeff Johnson, Executive Director of AMATS, announced the provisional founding membership of the organization has been established. There are 8 founding members in the organization, who are now in the process of attaining full membership. Once the applications have been reviewed and confirmed, the following companies will be full members, as well as the founding membership. Following are the Founding Members in alphabetical order: Adolescent Intervention Services, Bill Lane and Associates, Center for Safe Youth, Crossroads Youth Transport, Right Direction Crisis Intervention, Safeguard Adolescent Services, Westshield Adolescent Services, and Youth Transportation Services.



National Association of Therapeutic  
Schools and Programs  
126 N. Marina  
Prescott, AZ 86301

TO:



1st Quarter  
2008

# NATSAP News

The National Association of Therapeutic Schools and Programs



Board of Directors

Sharon Laney, President  
Three Springs, Inc.

Craig LaMont, Vice-President  
Telos Residential Treatment

Gil Hallows, Treasurer  
Aspen Achievement Academy

Michael Merchant, Secretary  
ANASAZI Foundation

Michael Berrett  
Center for Change

Linda Carpenter  
Star Meadows Academy  
at Hope Ranch

Karen Fitzhugh  
Aspen Education Group

Penny James  
Explorations

John McKay  
The High Frontier

James Meyer  
The Oakley School

Sidney Parham  
Family Foundation School

Audrey Peavey  
New Horizons for Young Women

Craig Rodabough  
CERTS

John Stewart  
New Haven

John Santa, Ex-Officio  
Montana Academy

Jane Kolber, Ex-Officio  
Educational Consultant

*NATSAP Office*  
*Jan Moss, Executive Director*  
126 N. Marina, Ste. 2  
Prescott, AZ 86301  
Telephone: (928) 443-9505  
E-mail: [info@natsap.org](mailto:info@natsap.org)  
Web: [www.natsap.org](http://www.natsap.org)

## *NATSAP Members and Alumni In Washington, DC*

**Dustin Tibbitts, New Haven**

A group of twenty-one people consisting of NATSAP program representatives and NATSAP alumni students and alumni parents attended NATSAP's "Member Fly-In", April 22 – 23, 2008 in Washington, DC. Ball Janik, LLP, a lobbying firm NATSAP employs to assist us in our endeavors to advocate

for higher ethical standards and best practices in the private mental health treatment industry, organized the visit for us. Ball Janik scheduled 45 visits with Senators and Representatives (or their Legislative Assistants) spread over a two-day period. The lobbying firm divided us into four groups, with each group accompanied by a lobbyist, including at least one NATSAP program owner or director, and at least one NATSAP program alumnus.

In each meeting the NATSAP program representatives briefed our nation's State Representatives and Senators on the necessity of effective, ethical private mental health treatment options. Alumni provided emotional testimony of the life-saving experiences they've had in NATSAP programs. We mentioned the impending hearings that Representative Miller (D – CA) would be holding on April 24, 2008, clarified that NATSAP is in support of ending abuse in private and public treatment programs, and asked that NATSAP have a "seat at the table" to discuss the details of any legislation that might be proposed.

The majority of the 45 conversations we had with lawmakers were productive and well received.

Legislative Assistants, Senators and Congressional Representatives asked fantastic questions, expressed concern about healthcare in general, indicated how our needs fit into their plans for healthcare reform, and were

generally warm and compassionate listeners.

In reviewing the days' events, alumni and program representatives felt that the trip was successful. Lawmakers heard NATSAP's message and overwhelmingly expressed support and a desire to have continued contact.

NATSAP program representatives and alumni built and renewed relationships with people of influence who will have lasting effects on the laws that govern our industry in the future. The task before us now is to continue nurturing these relationships by providing our nation's lawmakers with accurate information about our programs, by collecting and reporting outcome data, and by presenting our alumni's positive experiences in ever-more effective, powerful ways.

We recognize it is not possible for each of you to participate in a DC "fly-in." We do urge NATSAP members to contact their legislators, to meet with them at their local office and to invite them to visit your



*Sarah Schenning, Legislative Asst. to Rep. Van Hollen and Parent Alumni*



*Juliann Andreen, Legislative Asst. to Sen. Hatch and Utah Member Program Staff and Alumni*

## Inside This Issue



NATSAP Members & Alumni in Washington .....Front Cover

2008 Leadership Award Recipient: Larry Dean Olsen..... Pg. 1

President's Corner..... Pg. 1

NATSAP's Community Forum..... Pg. 2

Aftercare..... Pg. 2

Research Highlight..... Pg. 3

Research Update..... Pg. 3

Program Students Serve Handicapped Children..... Pg. 4

Ethical Principles Ratification..... Pg. 4

New NATSAP Members ..... Pg. 5

Congressman Davis Visits Member Program..... Pg. 5

Ride for Teen Event ..... Inside Back Cover

Retirement Announcement ..... Back Cover

*1st Quarter*  
*2008*

program. All of us are in contact with alumni and alumni parents – ask them to share their personal experience with their legislators and, similarly, meet with them at their local office.

### *2008 Leadership Award Recipient:* *Larry Dean Olsen*

The National Association of Therapeutic Schools and Programs (NATSAP) presented wilderness therapy pioneer Larry D. Olsen its 2008 Leadership Award. The award, which honors individuals who have made significant contributions to the care of struggling young people and their families, was presented at NATSAP's annual conference held February 7-9 in Savannah, Georgia.

Larry Olsen is widely recognized as the father of modern primitive survival education and a founder of the wilderness therapy industry, which today serves more than 25,000 youth and young adults. He is the author of "Outdoor Survival Skills," considered by many the definitive book on the subject. Soon after the book's first printing in 1967, Olsen developed an outdoor survival course designed to build self confidence and other skills in probationary students seeking readmission to Brigham Young University. With the assistance of Ezekiel Sanchez, an early participant, the 26-day course quickly gained recognition and expanded to include adjudicated youth from the local community. In 1969, the pair was recognized for their work with a national award titled "Youth Rehabilitation Through Outdoor Survival." In 1988, Olsen and Sanchez formed the nonprofit ANASAZI Foundation.

### *President's Corner* **Sharon Laney**



During the NATSAP conference in Savannah, I received a call from my mother letting me know that the recent string of tornados in Alabama & Tennessee had hit my hometown. My hometown is a small community located in north Alabama with little resources. The tornado had left an 11.5 mile path of destruction.

During the conference my thoughts would drift to my family members and friends as they came to

terms with nature's disaster. While many were coming to terms with their material losses and beginning the process to clean up, one family in our neighborhood was grieving as they planned the funeral of the tornado's only fatality.

As soon as I returned home, I drove to the area that was hardest hit. I was totally unprepared for what I saw. As I drove along the path of the tornado, it was obvious that we had faced tremendous loss, yet a miracle occurred as only one life was lost. Several were seriously injured and as many as 82 homes were badly damaged or destroyed.

I immediately withdrew some cash to help some of the victims who were uninsured. At the small community center, I stated my desire to help those families who didn't have insurance. I watched as two of the community leaders discussed how they could use the funds that I had delivered. They began to describe the small trailers that the State had provided and a need for additional funds to actually hook them up. They had no idea where they would get the money. I assured them that somehow we would find it as there were wonderful caring people who would help if they only knew the circumstances. I walked outside the building and with a feeling of helplessness called my boss at Three Springs, Inc. Without hesitation he personally made a pledge and directed TSI to do the same. I walked back into the building and told the leaders to order the supplies since we had enough to get started on the installation of the trailers and the recovery. I sent a call out to my friends, which included the NATSAP board members and staff and a local church. Checks started coming in from as far away as Arizona, Montana and Vermont. The pledges were enough to hook up 13 trailers, repair a few uninsured damaged homes and provide for immediate necessities.

The experience was humbling yet rewarding. I began to relate the need and desperation that I had just experienced to the families that we all work with day to day. As professionals in the therapeutic community, we meet parents and children who may or may not be suffering from a single event. Most in fact often come to us after suffering multiple failures and having tried numerous interventions. These families have reached a point in their lives where they seek help from programs and schools. We accept the responsibility with each admission to utilize our values & belief systems, knowledge and skills to provide a therapeutic community that will facilitate the healing and restoration of children and their families. We must stay committed and focused on the challenge at hand as we assist students and their families through the sacred therapeutic process.

We have all heard the statement that “it takes a community to raise a child.” Each of us, regardless of our individual role at home or at work, must ask ourselves what must we do to fulfill our responsibility. We most certainly recognize the seriousness of working with special needs children and adolescence. As I walked around the NATSAP conference in Savannah it was evident that we seek to expand the knowledge available to our field. The same can be said for the previous annual and regional conferences. With our knowledge, program milieu and commitment we nurture a therapeutic community that allows and encourages the change for each student. What we and our families witness is a miracle unto itself. The student’s success brings the circle full fold and prepares the student for the future. These students are the citizens of tomorrow. If we have done our duty and our best, communities will be successful as each of our students participates in the future.

Throughout our careers, we face storms that can sometimes appear as a weakening economy, changing industry, industry threats and many others. Always take a moment to revisit your mission and purpose and celebrate the successes. With time each storm will pass and if we prepare and respond to it appropriately then we and our given community will continue to strive.

I wanted to share my recent experience of the tornado that left devastation in its path yet united a small community. This small community has accomplished many miracles since the storm and will continue to do so.

We recognize similar miracles daily in our professional lives as we work toward helping our students recover and realize their full potential. I am proud to be a part of communities that will sacrifice when needed and go beyond all expectations to achieve the goals.

### *NATSAP's Community Forum*

The NATSAP Community Forum is the key to becoming actively involved in NATSAP and provides you a central platform to get the latest information quickly and effectively. Since our last newsletter we have posted critical information under the *Public Policy Forum* including updates from Erica Rhoad, our lobbyist in Washington, DC, updates from the Public Policy Committee and key information to assist you and your alumni in educating our legislatures on the important work you do. While we will continue to send out email updates to the Executives of our member programs, we urge you to review this forum as it allows you to make comments and ask questions. It is an important way for our members to communicate to the Board their thoughts, concerns and feedback.

We have posted Corporate Information under the *NATSAP Corporate Information Forum*, which includes financial statements, NATSAP ByLaws, etc. You will also find goals and updates from the NATSAP Committees.

We have added a forum, *Program News and Announcements*, for you to post the latest updates on your program. If you have hired a new Clinical Director, have been given an award, were recognized in your community – this is the place to post it! Want to show off some pictures? Post those in the *Photo Gallery*.

We have also added a forum title *The Board Is Listening* where you can voice your questions, comments and concerns to the NATSAP Board of Directors. This is your opportunity to participate in the future direction of NATSAP.

Alicia Arteaga has posted an interesting question under the *NATSAP Surveys/National Conference Survey(s) Forum* “Which NATSAP Conference was your favorite and why?” Also, within the same area, Alicia has posted a 4-part survey on our National Conferences to determine what our members want, need and look for in future conferences. Let us know – we are a small office and run out of ideas to keep the conferences improving from year to year.

The results of the 2007 survey are available for download on our *NATSAP Surveys Forum*. If you were not at the conference, you will want to view the information gathered.

And, probably the most important, there is a *Discussion Forum* where you can share information and ideas. Want to discuss a topic? This is the place to do it. A discussion has already begun asking “How do you boost staff morale and encourage team-building?”

We have included a flyer in this newsletter instructing you on how to get registered on the site. Randall Cook of Core Solutions is ready, willing and happy to help you get started! So, don’t wait – do it today and pass the information on to your co-workers!! They will love being a part of the larger Community!

*Aftercare: A Hot Topic at 2008 Conference*  
**Amanda Thomas, Vive!**

On Saturday morning of the 2008 NATSAP Conference there was a panel discussion focusing on Transitions and the Continuum of Care. It was a wonderful experience; everyone’s passion for both aftercare and family systems was inspiring.

One thing that was clear following the panel discussions was that aftercare can no longer be an after thought; success for families increase when we work together to support the whole family throughout the transitions of out-of-home placements to the final transition back into the real world. Many themes emerged during the discussion but two are highlighted here:

The whole family needs support during any transition. Whether a student is returning home or striking out on his or her own, parents experience a large amount of anxiety. The more support parents receive from professionals during these transitions, the more success their child will have.

Aiding the development of relationship rich environments. From wilderness to aftercare it was clear: the power of our profession is our ability to create healthy relationships with students and families. There were many models represented both on the panel and in the audience, and each one established that developing healthy relationships with all stakeholders is a key element to the success of a family’s transition.

Thank you to the panel members for contributing their time,

passion, and perspectives: Louise Slater (Educational consultant – Price Group), Randy Oakley (Aspiro), Doug Kim-Brown (Echo Springs Transition Study Center), Tim Thayne (Homeward Bound) and Dave Herz (Vive!)

RESEARCH – A Cornerstone Of Effective  
Programming and Advocacy:  
Highlighting Rigorous Research At  
NATSAP Programs

Michael Young, NATSAP Research Coordinator,  
University of New Hampshire

NATSAP Program: Wediko Children’s Services

Program Overview

Wediko Children’s Services is a non-profit organization created to help children and families at risk. As one of the pioneers in mental health services for children, the late Dr. Robert A. Young began to formulate ideas for a summer program which would relieve troubled children from the pressures of their daily lives, as well as provide comprehensive, growth-producing experiences. In 1934, his concepts were realized with the establishment of the country’s first therapeutic summer camp.

Wediko has learned and grown over the decades. The program now includes a school, specialized resources for younger children and adolescents, groups for girls, and a wide range of family therapy services. In addition to helping children struggling with issues related to depression, ADHD, anxiety, and trauma; Wediko has particular expertise with Asperger’s disorder and attachment disorders. With nine staff for the 10 children in each living and treatment group, Wediko’s continuum of psychological and educational resources encourages self-reflection, self control, and the development of self esteem.

In 1980, Wediko started the Boston School-Based Program to provide community-based clinical services to children and families, as well as clinical and program consultation to schools in the greater Boston area. The Wediko School & Treatment Program (1989) is based on the therapeutic Summer Program and is also housed at the 450-acre campus in southern New Hampshire. This year-round School offers boarding, day, and planned respite programs for 50 boys between the ages of 8 and 19.

Research at Wediko

Wediko has a history of collaborating on rigorous research projects designed to better understand the behavior and treatment of children at risk. An example of such research is the current work being done by Dr. Jack Wright of Brown University and Audrey Zakriski of Connecticut College.

Wright and Zakriski, in collaboration with Wediko staff, have published ground-breaking work that demonstrates the importance of viewing problem behavior within the social context in which it occurs. Thus, the key questions are: under what circumstances is the child more or less aggressive and/or more or less withdrawn. To capture successes, Wediko also reviews in what situations each student is more on-task and cooperative. Links to the following

studies addressing these issues can be found at [www.natsap.org](http://www.natsap.org) under the “research tab”:

Zakriski, A. L., Wright, J. C., & Parad, H. W. (2006). Intensive short-term residential treatment: A contextual evaluation of the “stop-gap” model. *Brown University Child & Adolescent Behavior Letter*, 22(6), 1.

Zakriski, A. L., Wright, J. C., & Underwood, M. K. (2005). Gender similarities and differences in children’s social behavior: Finding personality in contextualized patterns of adaptation. *Journal of Personality and Social Psychology*, 88(5), 844.

Wright, J. C., & Zakriski, A. L. (2003). When syndromal similarity obscures functional dissimilarity: Distinctive evoked environments of externalizing and mixed syndrome boys. *Journal of Consulting and Clinical Psychology*, 71(3), 516.

NATSAP applauds the efforts of Wediko Children’s Services for their efforts to not only explore the effectiveness of their own programming, but to help further the knowledge-base of the field in general.

=====

The NATSAP Research Committee would like to highlight the rigorous research efforts of other NATSAP programs here in the newsletter as well as on the NATSAP web-site. Please contact Michael Young at (603)862-2007 or [michael.young@unh.edu](mailto:michael.young@unh.edu). important that we unify and participate as a whole.

NATSAP RESEARCH AND EVALUATION  
NETWORK --Update

Description of Project

The NATSAP Research Committee, chaired by John Santa, Ph.D., Montana Academy, is working with Dr. Michael Gass and graduate student Michael Young at UNH to develop and manage a data collection network designed to allow for maximum participation by NATSAP member programs. The hope is to create a deidentified aggregate database. The plan is for the majority of the network’s data gathering to be conducted through a web-based outcome and data management application.

Progress Update

The network is up and running with 13 programs fully participating with functioning research websites and the materials they need to implement their data collection efforts. These programs are listed in Table 1. Many of them have already utilized their NATSAP Research and Evaluation Network resources to collect significant assessment and outcome oriented data

Table 1.

| The NATSAP Research and Evaluation Network:                                                                                                                                                 |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| New Haven, Telos, Montana Academy, Sunrise, Anasazi, Three Springs, Family Foundation School, Summit Prep, Gateway Academy, Lifeline, Pine River Institute, Discovery Academy, Three Rivers |

At their meeting in Savannah at the annual NASTAP conference, the 11 member programs of the Outdoor Behavioral Research Cooperative (OBHRC) also agreed to join the NASTAP Research and Evaluation Network. These programs include: Anasazi Foundation, Aspen Achievement Academy, Catherine Freer Wilderness Therapy, RedCliff Ascent, SUWS, Mountain Homes Youth Ranch, OMNI Youth Services, Phoenix Outdoor, Trailhead Wilderness School, Monarch Center for Family Healing, and Wendigo Lake Expeditions. Many of the OBHRC programs already have a functioning research website through Carepaths but have agreed to adopt the base NASTAP research protocol which has been intentionally set up to accommodate their existing collaborative research and evaluation efforts. Research oriented coordination thus far between OBHRC and NASTAP has gone smoothly and seems likely to aid both organizations' efforts to produce useful information and results.

Additionally, over 35 other NASTAP member programs have expressed interest in joining the network and have received an initial invitation to identify a Program Research Coordinator to whom application materials can be sent. These programs include:

ASPIRO, Alldredge Academy, Bromley Brook School, Cedar Ridge Academy, Chaddock, Dragonfly, Eckerd Youth Alternatives, Elk Mountain Academy, Family Life Center, Innercept, Intermountain, Ironwood, Island View, John Dewey Academy, Maple Lake Academy, Mission Mountain School, New Horizons Center for Young Women, New Leaf Academy - North Carolina, New Leaf Academy - Oregon, Open Sky Wilderness, Rogers Memorial Hospital, Second Nature Cascades, Star Meadows Academy at Hope Ranch, Wilderness Quest, Ascent, Elk Creek Academy, Building Bridges, Northwest Academy, Elan School, West Ridge Academy, F.L. Chamberlain School, Summit Achievement, Wediko, Cherry Gulch, CA-LO (Change Academy Lake of the Ozarks), New Summit Academy of Costa Rica, Vista RTC, Heritage Schools

If you are interested in joining the network or if you have questions about the project, please contact Michael Young at (603) 862-2007 or [michael.young@unh.edu](mailto:michael.young@unh.edu).

*New Haven Students Serve Handicapped  
Children in Emigration Canyon*  
**Laurie Laird, M.Ed.**  
**Education Director, New Haven**

Following a successful year of service in 2007, New Haven Residential Treatment center has continued this year to be committed to providing opportunities for the students to serve others in need. Over 5,000 hours of service were logged last year, and this year we are well on our way to meet or exceed those hours. Our center of focus continues to be serving women and children in need and this has been accomplished in a variety of ways, including participating in 5K cancer runs, helping at the Humanitarian Aid Center and the Shelter for Women and Children, providing clothing and toys for students in Tibet and working at the Community Action Food Bank.

In particular, our girls have formed a fond alliance with Camp Kostopulos in Emigration Canyon just outside of Salt Lake City, Utah. Camp Kostopulos is a non-profit organization, which was organized

in 1967. The Camp is dedicated to improving the quality of life for people with disabilities through recreation, education and other growth experiences. New Haven students have assisted Camp "K" students with dances, have provided entertainment (such as skits and games), tutored the Camp K students, and just recently, hosted an Easter Carnival.

Kjrsten Walters, an MFT student intern at New Haven, felt the Easter Carnival event opened the eyes of our students to others with problems that were more severe than their own. Kjrsten commented, "Even though the people at Camp K have many physical and mental disabilities, they were excited and happy to participate in the games, booths, and Easter egg hunts that our girls organized for them. This was a great opportunity for our students to throw themselves into the service of others." A New Haven student, who helped with the carnival, echoed the sentiment. She said, "This service opportunity made me realize how lucky I am, and the great things that we can do to help others. The Camp K children and adults really appreciated what we did for them and it was easy to form friendships with them. They were so excited to have us there and I love going to Camp K."

Relationship building is a key component at New Haven, and having our students participate in service activities enhances those relationship-building skills in very real and impactful ways. Through service, our students learn to reach outside of themselves, and consequently, they develop many positive values through these life-changing, experiential learning activities.

NOTE: We know many of our members have similar stories of community service. Send us your story for publication in the NASTAP newsletter!

### *NASTAP Members Ratify Revisions to Ethical Principles and Principles of Good Practice*

The NASTAP members ratified the revisions to the Ethical Principles and the Principles of Good Practice at their Annual Meeting on February 7, 2008 in Savannah, Georgia. The ratification of the Ethical Principles passed with 100% in favor; the Principles of Good Practice revisions passed with 94% in favor, 3% opposed and 3% not voting.

The revised Principles are on the NASTAP website. To review the Ethical Principles go to [www.natsap.org/ethical\\_principles.asp](http://www.natsap.org/ethical_principles.asp). You will find the revised Principles of Good Practice at [www.natsap.org/principles.asp](http://www.natsap.org/principles.asp)

***The NASTAP 2008 Directory was released on May 2, 2008. If you did not receive a copy, or would like to order additional copies, please download a Directory order form at [www.natsap.org/order.asp](http://www.natsap.org/order.asp)***

## *NATSAP Welcomes New Members*

The following programs and schools joined NATSAP for the 2008 Membership year:

### **Diamond Ranch Academy - Crystal Springs/Whispering Creek** Therapeutic Boarding School (Girls Only – 12 to 17)

*Hurricane, Utah*

**Licensed by:** State of Utah, Department of Human Services, Office of Licensing; Utah State Office of Education

**Academic Accreditation:** Northwest Association of Accredited Schools

### **Diamond Ranch Academy - Lava Falls/Stone Ridge**

Therapeutic Boarding School (Boys Only – 12 to 17)

*Hurricane, Utah*

**Licensed by:** State of Utah, Department of Human Services, Office of Licensing; Utah State Office of Education

**Academic Accreditation:** Northwest Association of Accredited Schools

### **Falcon Ridge Ranch**

Residential Treatment Center (Girls Only – 12 – 18)

*Virgin, Utah*

**Licensed by:** State of Utah, Department of Human Services, Office of Licensing

**Academic Accreditation:** National Association of Accredited Schools (NAAS)

EAGALA Approved Provider

### **Graydon Manor**

Residential Treatment Center (Coeducational – 10 – 17)

*Leesburg, Virginia*

**Licensed by:** Virginia Department of Mental Health, Mental Retardation, and Substance Abuse Services;

**Accredited by:** Joint Commission Accreditation (JCAHO)

Academic Licensure: Virginia Department of Education

### **Greenbrier Academy for Girls**

Therapeutic Boarding School (Girls only – 14 to 17+)

*Pence Springs, West Virginia*

**Licensed by:** State of West Virginia, Department of Human Services, Bureau for Children and Families; Commonwealth of Virginia, Department of Education

**Academic Accreditation:** Provisional: National Association of Independent Schools (NAIS); National Independent Private Schools Association (NIPSA)

### **Lakeview School at Lakeview NeuroRehabilitation Center**

Residential Treatment Center (Coeducational – 8 to 21)

*Ettingham, New Hampshire*

**Licensed by:** State of New Hampshire, Department of Health and Human Services; State of New Hampshire, Department of Education

**Accredited by:** Joint Commission (JCAHO); Commission on Accreditation of Rehabilitation Facilities (CARF)

### **Penikese Island School**

Therapeutic Boarding School (Male Only – 15 to 18)

*Woods Hole, Massachusetts*

**Licensed by:** Massachusetts Department of Early Education and Care; Massachusetts Department of Education

### **Sommerset at Canyon Creek**

Residential Treatment Center (Male Only – 10 to 15)

*Springville, UT*

**Licensed by:** State of Utah, Department of Human Services, Office of Licensing

**Accredited by:** Joint Commission (JCAHO)

**Academic Accreditation:** Northwest Association of Accredited Schools

### **Stevens Treatment Center**

Residential Treatment Center (Male Only - 12 to 17)

*Swansea, Massachusetts*

**Licensed by:** Massachusetts Department of Early Education and Care; Commonwealth of Massachusetts, Department of Education

### **Woodland Spring Lodge**

Residential Treatment Center (Coeducational – 6 to 16)

*St. James, Missouri*

**Licensed by:** Missouri Department of Social Services, Children's Division; Missouri Department of Elementary and Secondary Education

**Accredited by:** Joint Commission (JCAHO)

## *Congressman David Davis Visits Peninsula Village*

### **Reprinted from Peninsula Village, Spring 2008 Newsletter**

Congressman David Davis (District 1) and his Tennessee office manager Paul Chapman recently accepted an invitation to visit Peninsula Village in response to Congressional hearings that took place in October of 2007. These Congressional hearings were to review the US Government Accountability Office's report on "Cases of Child Neglect and Abuse at Private Residential Treatment Facilities".

The Report was calling into question the validity of adolescent residential treatment as a treatment modality and discussions were held surrounding legislation to regulate the residential industry.

Congressman Davis is the only Tennessee Congressman who is a member of the Committee on Education and Labor and participated in the hearings.

Village staff felt that it was important to be proactive in this issue and to make sure legislators understand the difference between a licensed, accredited facility and unregulated boot camp type programs.

This time spent with Congressman Davis provided an opportunity to discuss in detail the specific issues surrounding regulation of the residential treatment industry and some of the challenges that

facilities face on a daily basis. Congressman Davis' tour of the campus included the school, cabins, and other campus areas. One of the high points of the tour was when a female Village patient from North Carolina led our tour of one of the cabins and gave the Congressman the gift of her story.

The patient told him very honestly and frankly how she got to the Village, the behaviors that led to her stay and the value of the treatment she and her family had received. She talked about how hard she had worked and how difficult it was to get better but that she now has hope for a future.

The Congressman asked difficult questions and she answered them without hesitation. One of the best moments was when the patient talked about the issues that she still needed to work on and told him that

she felt socially awkward talking to folks without using drugs and alcohol. Congressman Davis stated. "Well, you are doing a fine job talking to a United States Congressman." and gave her a pep talk about succeeding in her goals.

It was a powerful visit; one that showed the value of residential treatment to troubled young people, their families and our community.



Highlight your membership by adding the NATSAP logo to your website



## NATSAP Vision

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

## NATSAP Mission

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.

1st Quarter  
2008

*Raising awareness of at-risk youth*

**August 23, 2008**

**8:00 a.m. start**

Heritage Schools, Inc.  
5600 N. Heritage School Dr.  
Provo, UT 84604

**4 Ride Categories:**

|      |                     |
|------|---------------------|
| \$5  | Youth Fun Ride      |
| \$20 | 20 Mile Summit      |
| \$25 | 30 Mile - 2 Summits |
| \$30 | 50 Mile - 3 Summits |

*Summits located in Provo Canyon*

Register at [www.active.com](http://www.active.com)

**Sigma Alpha Lambda**  
NATIONAL LEADERSHIP AND HONORS ORGANIZATION

**ADDICTED TO HEALTH IN  
HAPPY VALLEY**  
COMING SOON TO YOUR COMMUNITY  
[www.ronwilliams.org](http://www.ronwilliams.org)

**HERITAGE**

**Big Brothers Big Sisters**  
Little Moments. Big Magic.

**NAMI**  
National Alliance on Mental Illness

**TELOS**  
ULTIMATE POTENTIAL

**NATSAP**  
NATIONAL ASSOCIATION  
OF THERAPEUTIC  
SCHOOLS AND PROGRAMS

**Sponsorship opportunities available**  
**Call Jesse at (801) 376-3599**

**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  
126 N. Marina, Ste. 2  
Prescott, AZ 86301  
Phone: (928) 443-9505  
FAX: (928) 445-9507  
E-mail: [info@natsap.org](mailto:info@natsap.org)  
Web: [www.natsap.org](http://www.natsap.org)

*1st Quarter  
2008*

Almost 10 years ago I found myself on the founding Board of NATSAP and in less than 6 years as its Executive Director. I could spend hours talking about those early years and all of the hard work, relationships and commitment that it took to build this organization.

When John Santa and I took the helm of NATSAP, it had barely reached early adolescence. I believe that, as a team, we created a more professional, organized and successful association.

In the last year, NATSAP's course has changed dramatically. I recognize that it is time to seek a leader with qualities and skills beyond my own that can guide the organization through the challenges of the next few years. To that end, I have advised the Board of my intention to retire in early 2009.

I will always be grateful for the opportunity to once again be a part of a founding group of a dynamic and dedicated group of individuals. I have made many friends and have been able to travel to places that very few professionals get to visit. After all, how many go to Kennebunkport, Maine or Whitefish, Montana on business?

I want to extend my gratitude to Alicia, who has helped make our national and regional conferences so extremely successful. Her creativity is displayed in our conference brochures, registration packets and directory. Her organization skills have made everything run seamlessly. I could not have done this job without her.

Peg's addition to the staff has taken many burdens from our shoulders and I thank her for her dedication to us.

And finally, but definitely not least, I want to thank Rosemary Tippet for standing by my side through the storm, for taking on more than any part-time employee should ever consider and for being my friend.

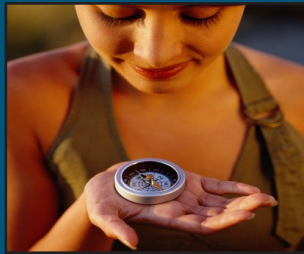
There is one path that I sincerely hope NATSAP continues and that is to stay the course with its commitment to education tracks for this profession. To paraphrase a quote from John F. Kennedy "Let us think of education as the means of developing our greatest abilities, because in each of us there is a private hope and dream which, fulfilled, can be translated into benefit for everyone and greater strength for our *profession*."

Thank you for your support. It has been an honor to serve you. --- *Jan Moss Courtney*



National Association of Therapeutic  
Schools and Programs  
126 N. Marina  
Prescott, AZ 86301

TO:



2nd and 3rd  
Quarters 2008



Board of Directors

Sharon Laney, President  
Three Springs, Inc.

Craig LaMont, Vice-President  
Telos Residential Treatment

Gil Hallows, Treasurer  
Aspen Achievement Academy

Michael Merchant, Secretary  
ANASAZI Foundation

Michael Berrett  
Center for Change

Linda Carpenter  
Star Meadows Academy  
at Hope Ranch

Karen Fitzhugh  
Aspen Education Group

Penny James  
Explorations

John McKay  
The High Frontier

James Meyer  
The Oakley School

Sidney Parham  
Family Foundation School

Audrey Peavey  
New Horizons for Young Women

Craig Rodabough  
CERTS

John Stewart  
New Haven

John Santa, Ex-Officio  
Montana Academy

Jane Kolber, Ex-Officio  
Educational Consultant

*NATSAP Office*

Jan Moss, Executive Director  
126 N. Marina, Ste. 2  
Prescott, AZ 86301  
Telephone: (928) 443-9505  
E-mail: [info@natsap.org](mailto:info@natsap.org)  
Web: [www.natsap.org](http://www.natsap.org)

# NATSAP News

The National Association of Therapeutic Schools and Programs

## *NATSAP to Celebrate 10 Years!*

It seems like yesterday – it seems so long ago! That snowy day (January 29, 1999) in Albuquerque, NM when the National Association of Therapeutic Schools and Programs (“NATSAP”) was officially founded.

We invite you – one and all -- to join us as we celebrate this very special anniversary at our 2009 National Conference in Austin, TX on --- are you ready for this????

**Yep! January 29, 2009!!!** (*how's that for planning?*)

Join us as we honor the past! As we share the memories! As we honor those who have contributed to our success! As we thank our members for their continued support and commitment!



**NATSAP 2009 National Conference**  
Hilton Austin  
January 29 - 31, 2008

Celebrate with us on Thursday evening with good eats and camaraderie! Sit back and listen or get up and dance as *Melanie Merchant* and *Firefly* entertain us.

And, while reminiscing will be fun, we will not forget the importance of creating the future! Quality presentations and sessions will help lead us there.

Mark your calendars! Join us in the Live Music Capital of the World and help us celebrate Texas style!

Conference registration materials will be mailed out November 3rd. To make sure you are placed on the mailing list, please contact Peg Orsua, [peggy@natsap.org](mailto:peggy@natsap.org).

## *NATSAP Expands National Conference CEU Offering*

In furthering NATSAP's commitment to providing continuing education opportunities to our members, the NATSAP Board of Directors voted at the May 2008 Board Meeting to expand NATSAP's CE offerings and grant a contract to the Institute for Continuing Education (ICE). Beginning with the NATSAP 2009 National Conference, ICE will sponsor the event and will now award CE's for the following disciplines\*:

| <u>Discipline</u>       | <u>Sponsor</u>                           |
|-------------------------|------------------------------------------|
| Psychology              | APA                                      |
| Counseling              | NBCC                                     |
| Social Work             | ASWB ( <i>and various state boards</i> ) |
| MFT                     | Texas Board of MFT (Prov. #177)          |
| Drug-Alcohol Counseling | NAADAC                                   |
| Nursing                 | California Board of Nursing              |

These additional CE offerings will be available to you at no additional charge above your registration rate.

\*Please note - it will be attendees' responsibility to review current continuing education requirements for license renewal. NATSAP and ICE do not guarantee that sponsors will be accepted by all licensing boards.

## *Inside This Issue*



NATSAP to Celebrate  
10 Years.....Front Cover

NATSAP Expands  
Conference CE Offerings  
.....Front Cover

President's Corner..... Pg. 1

Update on H.R. 6358... Pg. 1

NE Program Tour..... Pg. 2

UT Regional Conference  
..... Pg. 2

Rocky Mountain Regional  
Conference..... Pg. 2

Upcoming Professional  
Conferences..... Pg. 2

Research Highlight..... Pg. 3

Research Update..... Pg. 3

June Visit to D.C.  
..... Inside Back Cover

New NATSAP Members  
..... Inside Back Cover

2008 Directory Corrections  
..... Back Cover

*2nd and 3rd  
Quarters 2008*

## *President's Corner* **Sharon Laney**



We will soon celebrate NATSAP's tenth year anniversary. Over the past ten years we developed the Principles of Good Practice, Ethical Principles, and through an evolution process incorporated educational and residential standards into existing standards. During these years both individuals and committees worked on developing standards that would provide resources for not just our member programs but for the overall Industry. As a result, we believe the level of care for children and young adults continues to improve.

As with any organization and with certain milestones, one should start a review process of what has been developed, what has changed and what can be improved upon. During the first part of 2008, the Board of Directors and Executive Director, with assistance from industry specialists, reviewed our forms, policies, documents, and web site. This has been an exhausting and exhaustive process yet a healthy one resulting in quality outcomes. Good housekeeping is essential in identifying what has indeed improved our resources and assisted our member's programs and other programs within the industry.

During this process, we identified a need to revise our general practice regarding the review of ethical concerns. The original intent of these reviews was to evaluate any concerns we received and work with programs to make improvements where needed. For many years this review process appeared to work very well. Recently, however, as we performed our policies review, we came to realize that we are not an investigative body nor do we have the resources or authority to provide an adequate investigation of concerns. Many concerns fell into a gray area, which increasingly made it difficult to determine the difference between an ethical concern and a customer service issue.

Even I, with experience in investigations and as a trained Council on Accreditation surveyor, felt that we could not adequately investigate for parents or for our members. Much of this was due to our limited authority under the Law and our limited resources. Given the realization that there are already agencies that have investigative

teams performing this task, we revised our practice of reviewing ethical concerns.

We have already started referring these calls and letters to licensing, accrediting or governmental agencies. Our purpose is to concentrate on the important responsibilities defined in our Mission Statement: to be an advocate and resource for innovative organizations.

Our Principles of Good Practice and our Ethical Principles remain important resources for our members and other programs/schools in this industry. We encourage each program/school to review and incorporate them into their own standards as they were developed utilizing specialists in our industry.

As always, we are open to your feedback and encourage you to voice your opinions and recommendations. Finally, I want to thank all of those individuals who worked tirelessly in the past to help create templates for others to follow. Your work has definitely made a difference for us all.

## *Update on H.R. 6358*

The work of alumni of NATSAP programs, their families, and NATSAP members was critical in positively influencing changes to H.R. 6358, the Stop Child Abuse in Residential Programs for Teens Act of 2008, which passed by roll call vote in the U.S. House of Representatives on June 25, 2008. The Bill was referred to the Senate Committee on Health, Education, Labor, Pensions on June 26, 2008. It is unclear at this time whether the House Bill, or a companion Senate version (which has not yet been introduced), will work its way through the Senate or if the House Bill will be attached to other legislation moving through the Senate.

Positive changes to the Bill that resulted from input by alumni of NATSAP programs, their families, and by NATSAP members included the following: (1) amending language that ended the exemption of state operated programs from the Bill's requirements – now the Bill would apply to all programs, whether private or state-operated, (2) maintaining exclusive state jurisdiction for inspections, and (3) deleting provisions that would allow for a additional access to federal courts (rather than state) and allowing unlimited punitive damages.

*When we work together, we learn from each other, support one another and accomplish more.*  
**NATSAP: A 10 Year Celebration (1999-2009)**