Sainer added that the data will allow Aspen to demonstrate they are making a clear difference. Preliminary results from the study support this. "We also spend a lot of time on best practices and ways to learn from each other. We believe our size is an advantage because it allows us to implement the components that are working in one program into another program."

Lon Woodbury asked whether Sainer thought the "generalist" (therapeutic community emotional growth) type of school such as Mount Bachelor Academy or the former CEDU program, Rocky Mountain Academy, was becoming less important with the demand for more clinical specialization.

"I wouldn't say less important, but I think the generalist school, as you defined generalist school, is going to have to really improve their clinical competence or they are going to be out of business. If you go back 10 years and make a list of the top schools at that time, you'd have several on that list that aren't even around today. Cascade would be the classic example but so would a few of the generalist CEDU schools. In my opinion, these schools didn't change with the times and perhaps failed to meet the demands of clinical competence. Fairly or unfairly, that's measured by families or referral sources; a lot of the programs didn't have people with both the experience and licensure to help kids clinically on staff. We experienced this ourselves with some of our programs, but we had the financial and organizational structure in place to meet the demand and evolve."

Sainer also discussed the evolution of parents and his belief that they are now demanding more program accountability both in terms of outcomes and communication. "Whether people like it or not, parents use the internet to research programs and narrow down their choices of which ones to visit or select for their child. I wouldn't say parents are more concerned today about their kids then they were five years ago, but I think they hold programs and staff to a higher standard."

Woodbury asked about Aspen's plans for the European market, and Sainer explained that at this point, Aspen has not really researched that area. "We are opening a Healthy Living Academy (weight loss) summer program this year in the United Kingdom (UK), which is experiencing a growing epidemic of obesity similar to the US. But beyond testing the water, we have not spent

Continued: **Sainer/** 20

