



# ANNUAL REPORT 2022

## **China Spring Youth Camp**

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# TO OUR STAKEHOLDERS

## Highlights

The following quote by Lao Tzu had particular meaning for the Camp for the year of 2021, “New beginnings are often disguised as painful endings”. China Spring Youth Camp had some painful endings in 2021 and as a result used this as an opportunity to improve programming and training.

### Funding

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Funding was impacted during 2021 Legislative Session, effecting FY 2022 and 2023, resulting in an opportunity for more discussions surrounding the Camp’s operation and oversight.

These opportunities include:

1. Regular meetings of Chiefs/Directors of the jurisdictions served by the Camp.
2. The creation of a working group consisting of many different levels of participation from the Camp’s Stakeholders.

### Medicaid

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The Camp continues to bill Medicaid for reimbursement of Drug and Alcohol services under the Specialty Clinic designation.

The Camp has ensured the designation of Psychiatric Residential Treatment Facility is no longer associated with the Camp to reduce confusion and clarify the Camp’s mission.

### Pandemic Response

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The Pandemic also revealed the instability of the Camp's ability to bill Medicaid. The Camp’s census continues to be below “normal” levels. This is a nationwide trend indicating juvenile justice arrests, detainments and placement in facilities are at a ten year low (OJJDP).

### Improvements

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Camp has made the following improvements to program in 2021:

1. Youth Level of Service Inventory is now routinely received and used in the development of the youth’s treatment plans.
2. Thinking for a Change is now used as the Camp’s core curriculum in the dormitories.
3. Training not only includes the required NRS minimums, but we have added forty (40) hours or more in core techniques used at the Camp including motivational interviewing, behavioral modification, cognitive behavioral techniques and more.
4. Reduced use of force and implementation of lead staff to intervene early whenever youth behavior is identified as escalating.
5. Reduced program disruptions and implemented a protocol for early identification and intervention.
6. June 2021, Boys Dormitory was placed on pause pending the hiring and training of qualified staff.
7. November 2021, Boy’s Dormitory is reopened with new staff, new curriculum and improved systems.
8. Improved communication with jurisdictions.
9. Implemented the use of a data book and that data has been used to inform programming.

10. Improve the Admissions, Disruption and Release procedures and policies.
11. Updated Job Descriptions and pay plan for Youth Program Officers
12. Recruitment improved in 2021, resulting in increased candidates with experience and/or education in Juvenile Justice.
13. Camp developed a service matrix and clarified treatment offerings.
14. Added Licensed Clinical Social Worker to Case Management
15. Added Camp Advisory Board Agendas to the Douglas County System used for other public meetings.

*“Every problem is a gift - without problems we would not grow.”*  
 —Anthony Robbins

## Looking Ahead

Moving forward is important to making progress. With this in mind, we are looking forward to 2022 and making the Camp the best it can be. We are excited about the interest in the Camp’s operations, funding, and programming. We are encouraged by the dialogue and communication about what we do and how we accomplish the goals of the Camp and our Stakeholders. Lastly, we want to thank everyone who has participated in the many meetings and discussions about the Camp. Thank you for your support and encouragement.

## FINANCIAL Summary

### Budget Status

Camp ended Fiscal Year 21, with some savings mainly a result of open positions. This savings will be used to shore up the budget cut, which began July 2021.

FY 2021, Budget Performance Report is attached.



# SERVICES WE PROVIDE

## EVIDENCED-BASED TRAINING, COUNSELING, AND GROUPS

### **Thinking for a Change (T4C)**

Thinking for a Change is the innovative, evidence-based cognitive-behavioral curriculum from the National Institute of Corrections (NIC) that has broadly influenced the correctional field and the way correctional facilitators work with offenders and inmates. The program can be delivered to correctional clients by facilitators who have been trained to do so. Studies have shown that, when implemented with integrity, it can reduce recidivism among offenders.

### **Cognitive Behavior Therapy (CBT)**

All groups, assignments, and treatment use CBT.

CBT is a psychotherapy based on the cognitive model: the way individuals perceive a situation is more closely connected to their reaction than the situation itself.

One important part of CBT is helping clients change their unhelpful thinking and behavior. CBT can lead to enduring improvement in mood and functioning.

CBT uses a variety of cognitive and behavioral techniques, but it is not defined by its use of these strategies. We do lots of problem-solving and we borrow from many psychotherapeutic modalities, including dialectical behavior therapy, acceptance and commitment therapy, Gestalt therapy, compassion-focused therapy, mindfulness, solution-focused therapy, motivational interviewing, positive psychology, interpersonal psychotherapy, and when it comes to personality disorders, psychodynamic psychotherapy.

### **Aggression Replacement Training (ART)**

ART is an evidence-based intervention designed to alter the behavior of chronically aggressive youth. The program consists of skill streaming, designed to teach a broad curriculum of prosocial behaviors; anger control training, a method for empowering youth to modify their anger responsiveness; and moral reasoning training, to help motivate youth to employ the skills learned via the other components.

Skill streaming training teaches youth what to do in threatening or stressful situations. Activities include modeling, role-playing, and performance feedback.

Anger Control training includes having participants relate examples of anger-arousing experiences from situations that have occurred in their own lives. The group facilitator uses a structured reporting checklist (hassle log) to reinforce the skills from the lesson.

Moral Reasoning training aims to raise participants' awareness of others' points of view and teaches youth to view their world more fairly and equitably.

ART is an impactful intervention with considerable reliability that is designed to:

- Promote skill acquisition and performance
- Improve anger control
- Decrease the frequency of acting-out behaviors
- Increase the frequency of constructive, prosocial behaviors.

### **Girls Circle (Gamble Hall Dormitory)**

### **The Council for Boys and Young Men (Thaler Hall Dormitory)**

Both programs are gender-responsive circle models and interventions are designed in evidence-based principles and practices, incorporating: Motivational Interviewing, Cultural Responsivity, Strengths-Based approaches, and Trauma-Responsive practices.

Girls Circle and The Council for Boys and Young Men are facilitated weekly.

Consistent format with verbal and experiential/expressive activities. The themes are age-appropriate, gender-relevant, and employ strengths-based facilitation strategies

### **Substance Abuse Counseling**

Substance Abuse Prevention and Treatment Agency Certified Treatment program for Level I and II. I Intensive Outpatient Services (IOP)

Level I youth receive up to thirty (30) minutes of group counseling a week and up to one (1) hour of individual counseling per week from the Drug and Alcohol counselors. These youth will also receive additional counseling, treatment, and interventions from the Case Management staff, Mentoring staff, Therapists, and outside service providers. Level I groups and individual sessions are set by Medicaid and most youth meet or exceed the minimum hours each week.

Level II.1 youth receive a minimum of six (6) hours of group and individual counseling per week per Substance Abuse Prevention Treatment Agency rules and guidelines and as established by CASAT. The Youth at the facility will receive over the minimum when calculating Case Management staff, Therapists, and outside service providers. Level II.1 groups and individual sessions are set by Medicaid and most youth meet or exceed the minimum hours each week.

### **“The Parent Project”- Changing Destructive Adolescent Behavior (CDAB)**

CDAB uses systems therapy, which helps individuals resolve their problems in the context of their family units, where many issues are likely to begin.

Each family member works together with the others to better understand their group dynamic and how their actions affect each other and the family unit as a whole. One of the most important premises of family systems therapy is that what happens to one member of a family happens to everyone in the family.

### **Interactive Journaling Activities/Classes**

Change Companies Interactive Journals to guide youth toward positive life change. Journaling uses Motivational Interviewing, the Transtheoretical Model of Change, Structured expressive writing, and CBT.

Interactive Journaling® is a structured and experiential writing process that motivates and guides participants toward positive life change.

Motivational interviewing helps people get unstuck in motivation for change by addressing ambivalence/reluctance through a person-centered and collaborative approach.

The Transtheoretical Model of behavior change utilizes practical methods for enhancing readiness and promoting positive change along a continuum of five stages of change.

Structured expressive writing involves writing about a specific topic, such as a life-changing event, to disclose and process-related thoughts and emotions.

Cognitive-behavioral therapy aims to correct maladaptive patterns of thinking and behaviors that contribute to an individual's problems through increased mindfulness.

### **Sexual Assault Survival Information (SASI)**

Psychological group to teach youth skills to help survive sexual assault. Person-centered therapy guides the discussions to assist with coping with the impact of sexual violence. Topics deal with coping, dealing with dissociation, flashbacks, and triggers. A variety of exercises and tools are used.

### **Co-Occurring Individual and Group Counseling**

Psychological group therapies address: the behavioral and mental health modalities per the outlined treatment milieus mention above in conjunction with the identified co-occurring substance abuse treatment milieus to ensure that both components address a child/youth needed treatment per the developed clinically individualized treatment plan.

### **Be Proud! Be Responsible!**

Be Proud Be Responsible is an evidence-based, eight-hour intervention (delivered in four, two-hour modules), designed to modify behaviors and build knowledge, understanding, and a sense of responsibility regarding STD/HIV risk in vulnerable youth. The intervention aims to affect knowledge, beliefs, and intentions related to condom use and sexual behaviors such as initiation and frequency of intercourse.

### **Team Building and Experiential Education**

Association for Challenge Course Technology (ACCT) and Association of Experiential Education (AEE) set the standards for the use of challenge courses and team-building activities.

Teambuilding and Challenge Course activities are "challenge by choice" programs and seek to involve the youth in learning by interacting, communicating, and reflecting. Youth are involved in activities, which are challenging, fun, and encouraging. Creative Play and laughter enhance creativity and allow for engaged learning experiences. Spontaneous opportunities for learning are embraced and utilized to allow participants to be curious, experiment, investigate and preserve.

## **PROGRAM OFFERINGS**

### **Individual Counseling**

Counseling services are available daily. Typically, youth will receive approximately 4 hours of individual counseling per week from various staff members including MFT, Psychologist, and Case Management.

### **Group Counseling/Classes**

Programming includes educational topics, feelings and communication, relationship building, parenting, health, hygiene, crisis, self-image, problem-solving, anger management, character building, social skills, and gang issues.

### **Treatment Team**

Brings staff together in an atmosphere where residents' issues, problems, concerns, and behavior can be discussed with the focus being on improving individual treatment and facility-wide programming.

### **Medical, Psychological & Psychiatric Services**

Camp residents have twenty-four-hour access to medical care (including emergency medical care).

### **Physical Fitness and Recreation (Sober Leisure)**

Fitness and recreational activities are essential to the growth and development of youth. Camp believes that through physical fitness a youth can raise their self-esteem and confidence. Camp staff encourages youth to succeed in new environments and possibly develop healthy habits. Some activities include organized sports, swimming, hiking, biking, walking, weight training, and water sports.

### **Educational Services**

Douglas County School District provides a teaching faculty for the Camp through Stoddard and Jewel Jacobsen High School. Jacobsen High uses assessments to measure youth's strengths and their improvement throughout their attendance, prepares youth to return to community schools, and provides access to GED preparation, GED Testing, and vocational instruction.

College classes through an online university are available for youth who qualify. Youth in this program have completed their high school requirements. Youth work independently on classes with proctored exams and assignments delivered to the university.

### **Family Integration**

Families of youth are included in the resident's program. Families are encouraged to participate in open communication of the needs and issues in their youth's life. Visitations are essential and allow the participants an opportunity to work through unresolved emotions, issues, concerns, and fears. Youth and families are also encouraged to communicate through letter writing and phone call opportunities.

### **Child and Family Team Meetings (NEW!)**

Meetings are part of the Camp's case planning and treatment planning process; additionally, these meetings are utilized to identify issues with youth's placement including but not limited to disruptions. The meetings are inclusive, family/youth centered, strength based and salutation focused.

### **Social Development and Coping Skills**

Most activities occur within the context of a social setting. It is through the daily interactions with others, coached by staff, the youth will get the majority of their experience. The youth are counseled in appropriate and effective communication, empathy, and understanding of others and themselves. Youth will learn skills for evaluating relationships within this context. Youth will also identify their needs and healthy, methods for getting their needs fulfilled.

## SOBER LEISURE ACTIVITIES

The camp offers a variety of opportunities for youth to gain skills and develop new ways of interacting with others. The following is a list of activities:

### **Bicycle Project**

Youth at the Camp repair and refurbish bikes for Project Santa Clause and then participate in the distribution of those bikes to those in need. Youth learn the value of giving back, hard work, repair techniques, and community involvement.

### **Discovery on the Fly (DOTF)**

Youth at the facility may participate in a fly-fishing class in which they learn the techniques for fly-fishing and opportunities for fishing in their communities. Youth are provided with the equipment and tools to disconnect, relax and enjoy the environment while engaging with others in the community and program.

### **Construction Technology**

Youth are engaged in a variety of projects relative to carpentry where they can learn skills to create projects they can use. Youth leave with a project they have created and a project they create to improve the environment of the facility.

### **Knitting Group**

Each group is a unique group in itself from the name the youth gives themselves to the projects they choose to create. Youth leave the facility with their projects, supplies, and knowledge of knitting basics.

### **A Room to Grow**

Greenhouse program where the youth learn the basics of growing plants for food and pleasure. Participants then sell their items in the community at farmer's markets where they learn the basics of business and customer service.

### **Wilderness Education/Adventure Based Counseling**

Youth participate in a variety of activities, which are not only fun but also therapeutic. Trips and activities are planned around the weather and take into account the skills level of the youth then challenge them to look beyond their struggles to see the benefit of hard work, dedication, and communication. We strive to teach youth that skills can be enjoyable and useful. Youth participate in skiing, hiking, kayaking, fishing, bike riding, and snowshoeing.

### **Community Management**

Youth learn to be part of the community in this group. This is a weekly occurrence and provides the youth with opportunities to learn empathy, communication, and social skills. This group has the added benefit of giving peer-to-peer support.

### **Animal Assisted Therapy (AAT)**

AAT is a type of therapy, which involves animals as a form of treatment. The goal of AAT is to improve a youth's social, emotional, or cognitive functioning. Camp has a variety of animal opportunities for the youth to enjoy and from which to learn. Currently, the only live-in animals are two African Grey Parrots.

## YOUTH CERTIFICATES/TRAINING

### **Work Skills**

This training teaches youth the basis of finding and applying for a job; filling out an application and skills, they need to be a good employee. Work skills have been able to also place youth in a job/position within their communities.

### **Serve Safe Certification**

This certification is a Food Handlers class, which allows youth who are interested to be prepared for a job in the culinary arts. Youth leave with the certification in hand and the knowledge they need to succeed.

### **Cardio Pulmonary Resuscitation (CPR)**

Youth earn their CPR Card through this training as well as the basics to deliver emergency medical services to a cardiac victim.

**Statutory Rape Education**

Ninety-minute class, which teaches the youth the laws and goes beyond to give them the knowledge and skills to be safe.

**HIV Education**

Youth receive an hour of HIV Education. This class is a basic class, which answers questions and gives youth the skills to be safe. HIV Education is paired with HIV/STD testing to allow the youth to have the information and/or treatment they need.

**Wellness Group**

This group is essential for teaching the youth how to live a healthy life, take care of their bodies and mind, as well as how and where to receive treatment/follow-ups after they return to their communities.

**Financial Course**

Teaches youth skills to manage money, accounts, bills, and other financial issues. Interactive course taught by local financial consultants. Scenarios are realistic and relevant to the age of the youth in the group.

# CAMP STATISTICS

## Who We Serve

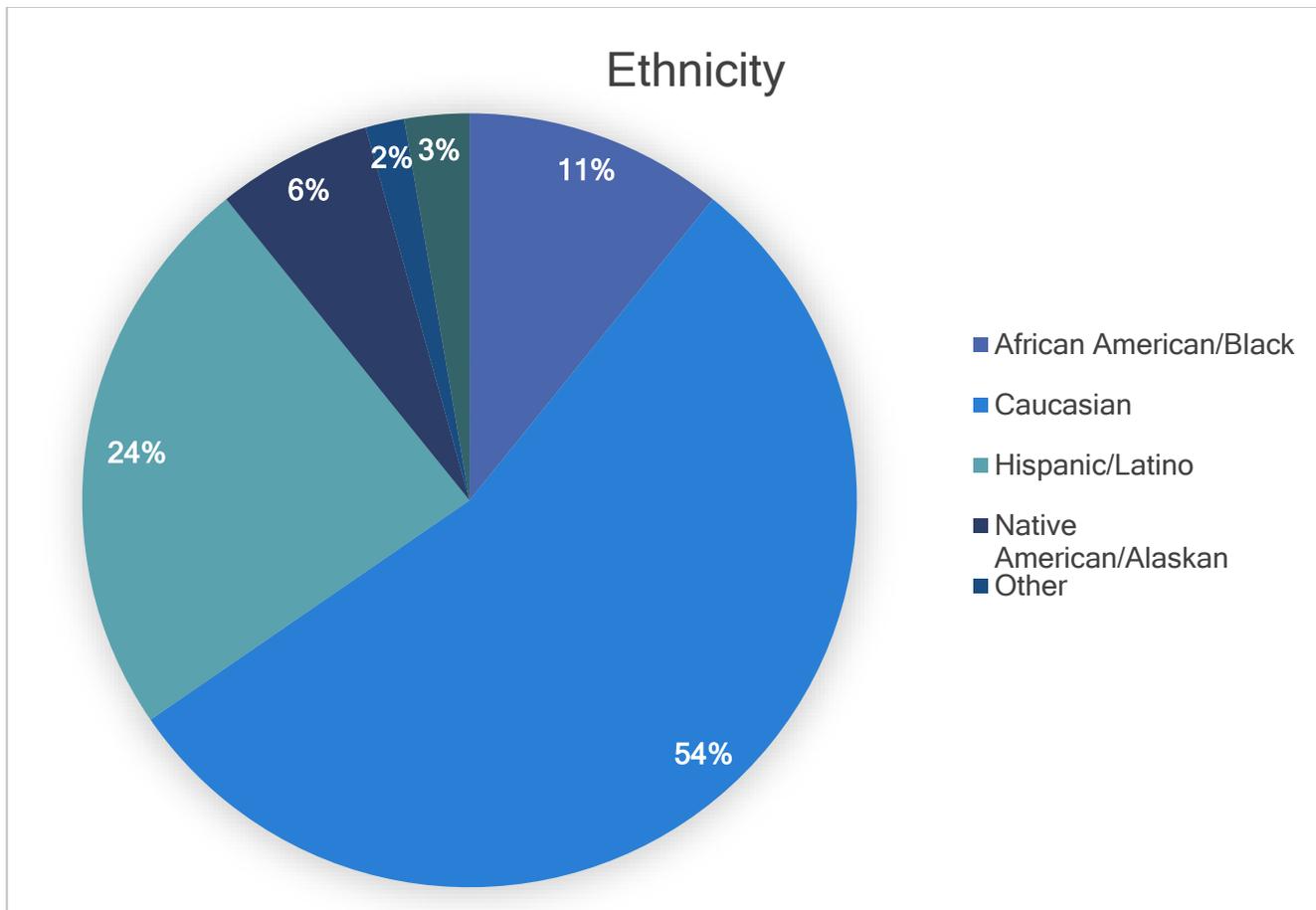
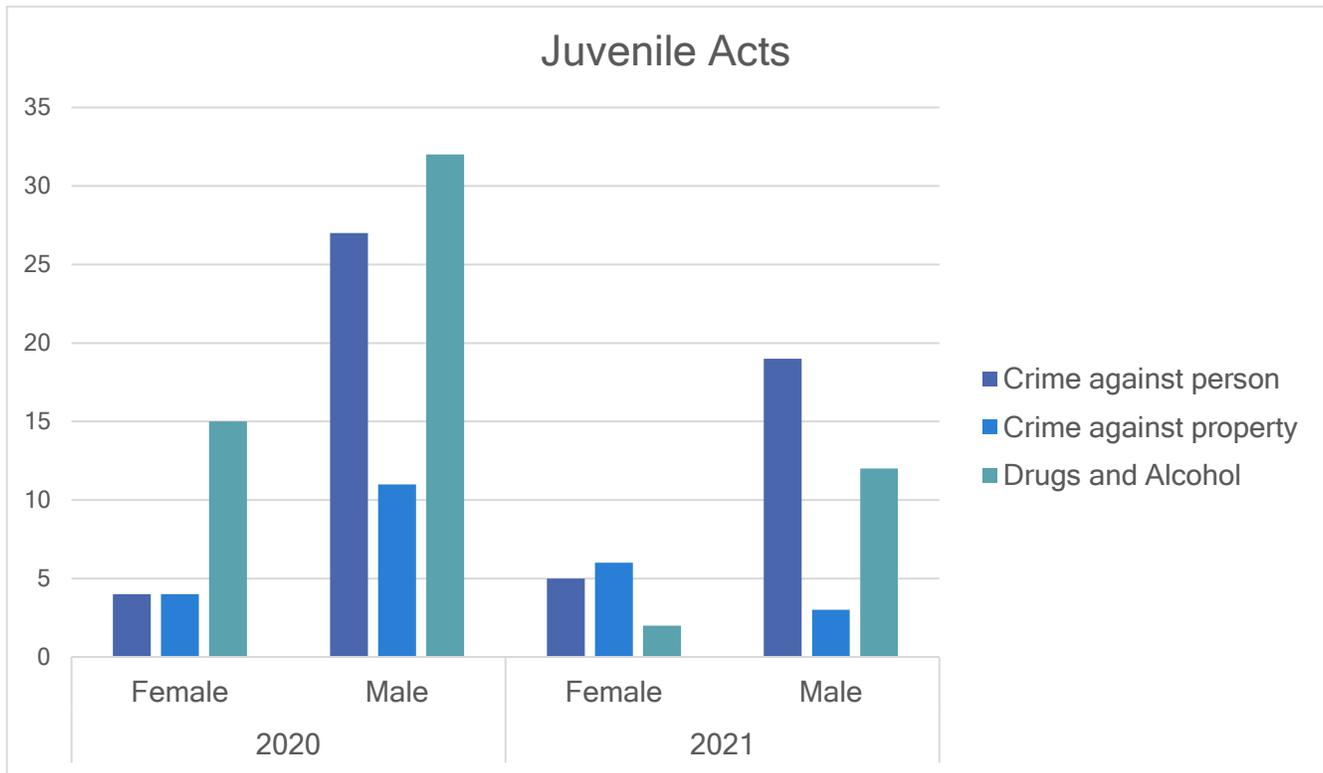
### MALE

	2020					2021			
	Allotment	Denials	Placements	Success	FOP	Denials	Placements	Success	FOP
Carson									
City	6	0	10	7	3	0	5	2	0
Storey									
Churchill	3	0	3	3	0	0	0	0	0
Douglas	4	0	9	5	4	0	0	0	0
Elko	6	1	3	1	2	0	7	5	1
Esmeralda									
Nye	4	0	8	5	3	0	8	4	4
Humboldt	2	0	0	0	0	0	0	0	0
Lincoln									
White									
Pine	2	0	4	2	2	0	1	0	0
Eureka									
Lyon	6	1	4	3	1	0	2	0	1
Lander									
Mineral	2	0	1	0	1	0	1	1	0
Pershing									
Washoe	40	5	44	24	20	0	10	7	1
<b>Total</b>	<b>75</b>	<b>7</b>	<b>86</b>	<b>50</b>	<b>36</b>	<b>0</b>	<b>34</b>	<b>19</b>	<b>7</b>

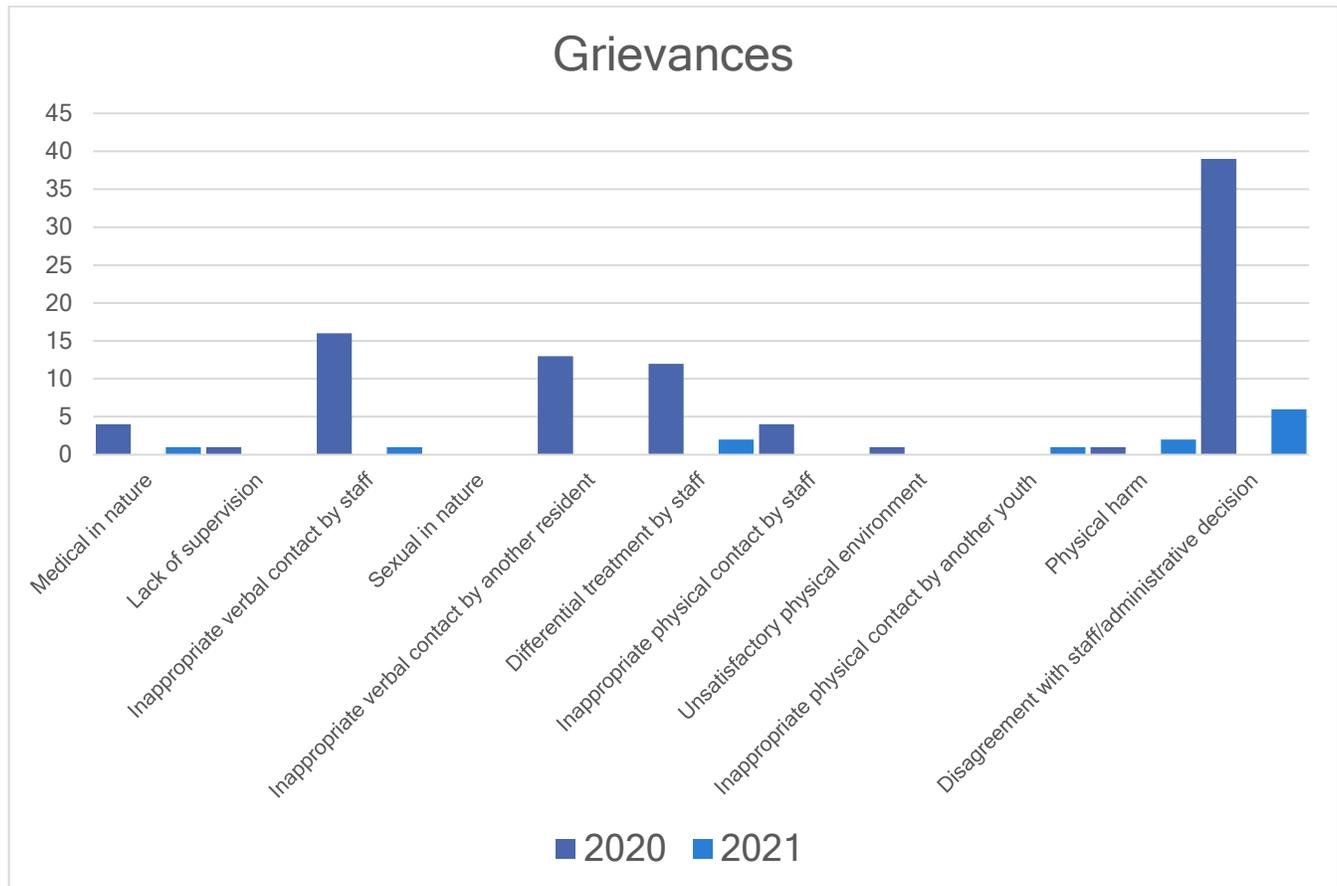
### FEMALE

	2020					2021			
	Allotment	Denials	Placements	Success	FOP	Denials	Placements	Success	FOP
Carson									
City	2	0	8	5	3	0	0	0	0
Storey									
Churchill	1	1	2	2	0	0	0	0	0
Douglas	2	1	11	7	4	0	7	3	5
Elko	3	0	0	0	0	1	1	1	0
Esmeralda									
Nye	1	0	7	7	0	0	1	1	0
Humboldt	1	0	1	1	0	0	0	0	0
Lincoln									
White									
Pine	1	0	1	1	0	0	1	1	0
Eureka									
Lyon	2	0	2	0	2	0	0	0	0
Lander									
Mineral	1	0	0	0	0	0	0	0	0
Pershing									
Washoe	16	0	7	5	2	1	3	0	2
<b>Total</b>	<b>30</b>	<b>2</b>	<b>39</b>	<b>28</b>	<b>11</b>	<b>2</b>	<b>13</b>	<b>6</b>	<b>7</b>

# CAMP STATISTICS CONTINUED



## GRIEVANCES



### Summary

In 2021 we had a total of 13 grievances either filed by residents or on behalf of residents, The quantity of grievances had dropped significantly from 91 in 2020 down to 13 in 2021 primarily due to having significantly less residents.

Out of the 13 grievances, one was marked as Substantiated.

#### Substantiated:

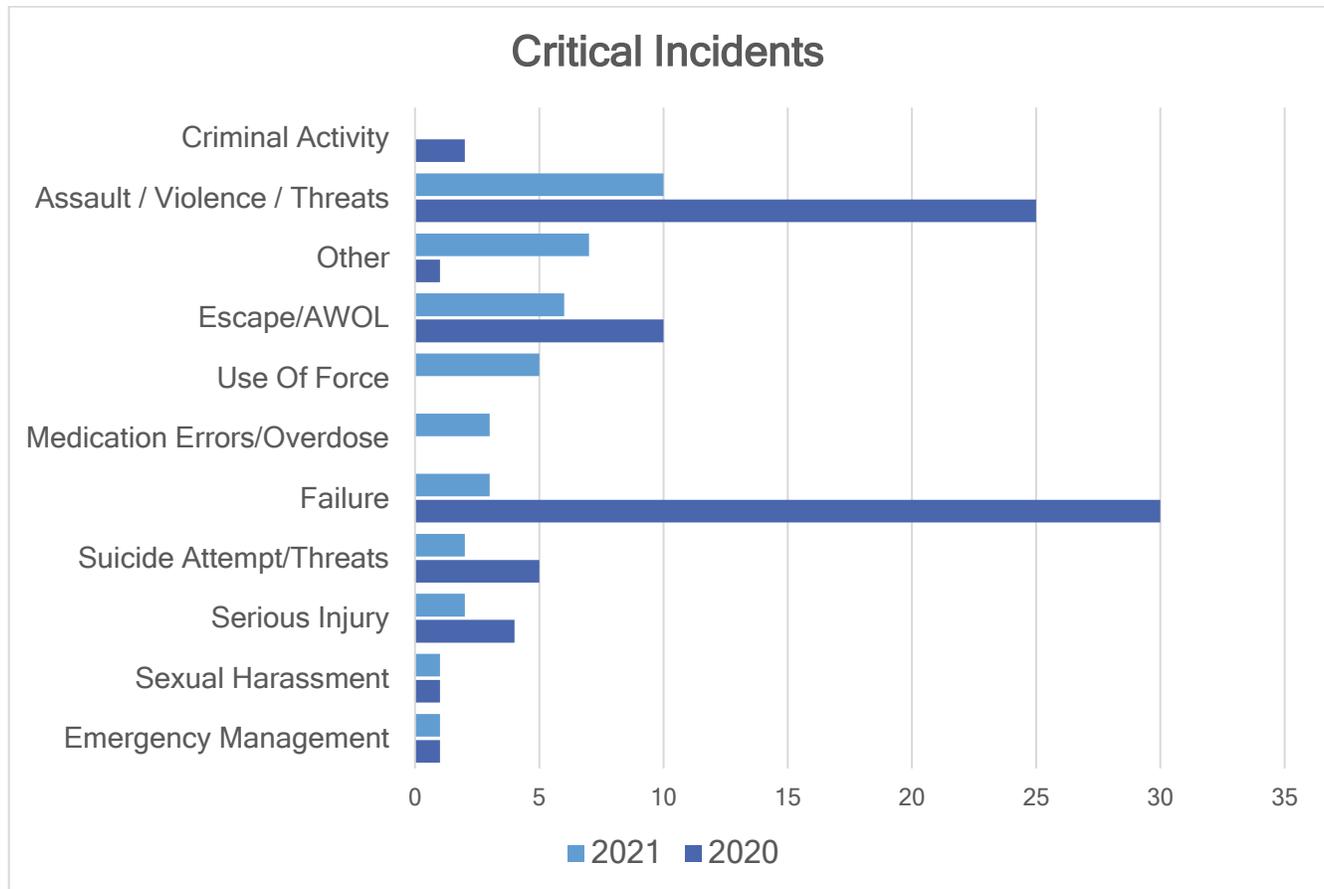
Medical in Nature: (1)

- Resident reported a staff would not let him use the restroom even after he stated it was an emergency

#### Unsubstantiated:

- The twelve unsubstantiated grievances resulted in valuable feedback to help coach our line staff and youth in expectation, policy and procedure and communication.

## CRITICAL INCIDENTS



### Summary

Critical Incidents are tracked and reviewed for improvements so we can make changes to the program, schedule or on an individual level (staff or youth) to reduce the risk of a similar event occurring in the future.

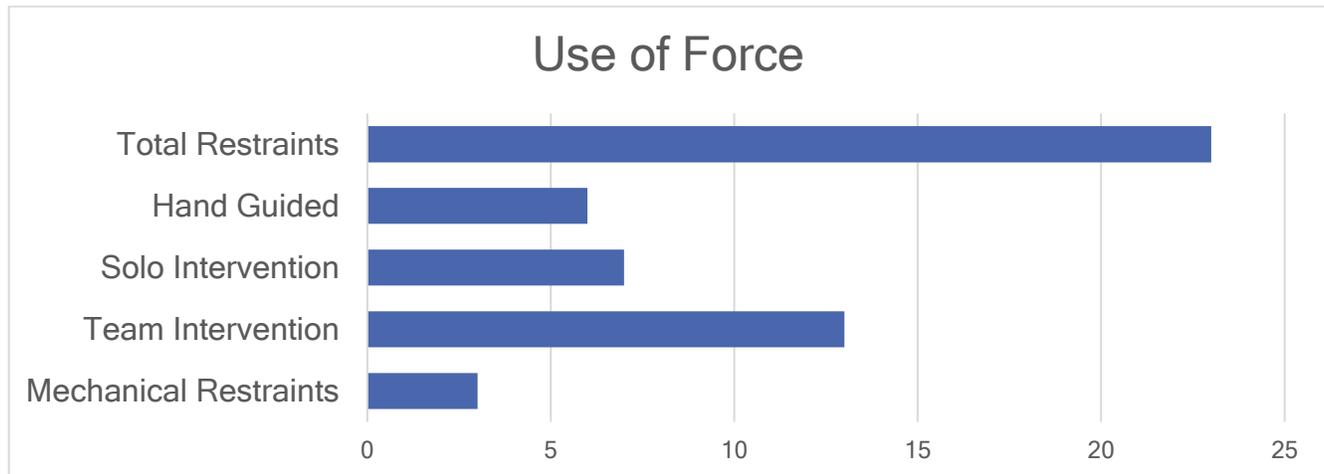
In addition to those incidents listed in the chart above, we also track the following: Abuse/Neglect, Biohazard Accidents, Communicable Diseases and Infection, Criminal Activity, Death, HIPAA, Media Contact, PREA Allegations, Seclusion/Isolation, Suicide, Use and Unauthorized Possession of a Firearm and Vehicular Accidents. The absence of these Incidents in the chart is because there were no incidents in these categories for the 2021 calendar year.

Critical incidents are reported to the following agencies:

1. Legislative Counsel Bureau LCB
2. Substance Abuse Treatment and Prevention Agency SAPTA
3. Health Care Quality Compliance HCQC
4. Medicaid

Critical Incidents are only placed in one category. For example, if a resident assaults a staff or a peer, the act typically also results in a failure. The critical incident would be marked ONLY as a failure or an assault.

## USE OF FORCE and JIREH



### Summary

There were twenty-nine (29) use of force reports for 2021. The following is a summary of those incidents. Sixteen (16) incidents did not involve a "Restraint" and only required a staff to intervene with voice commands and hand guides. Hand-guided contacts with residents are required to be reported as a use of force per our policy.

- 23 Restraints**  
Incident which lead to a staff physically restraining a resident
- 6 Hand Guided**  
Incident in which staff were able to guide the resident to safety

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- 7 Solo Interventions**  
Only one staff was needed to safely control the situation

- 13 Team Interventions**  
Two or more staff were required to control the situation

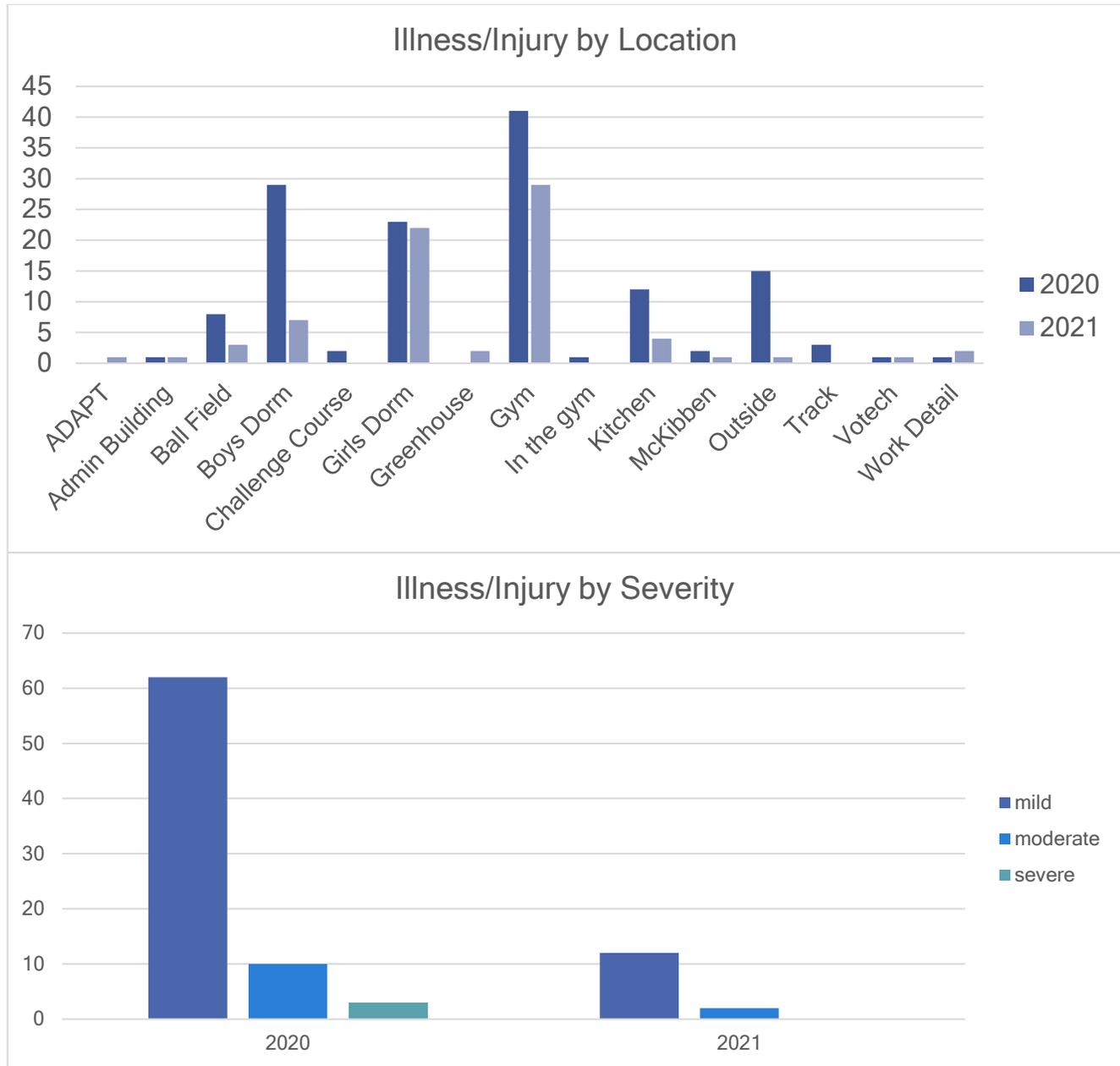
- 3 Mechanical Restraints**  
While team interventions were effective, if the resident continues to struggle for an extended duration, a supervisor or administrator may make the call to use mechanical restraints. It is the last resort and only used if all other options have been exhausted.

### Identified Staff Issues

1. Lack of experience.
2. Lack of control of the youth.
3. Inability or failure to identify signs leading to the incident.
4. Staff training on rules involving privileges.
5. Staff training on expectations on the first responder to Use of Force.

Staff with recurring issues in the above categories were removed from employment when retraining was found to be ineffective.

## INJURY ILLNESS



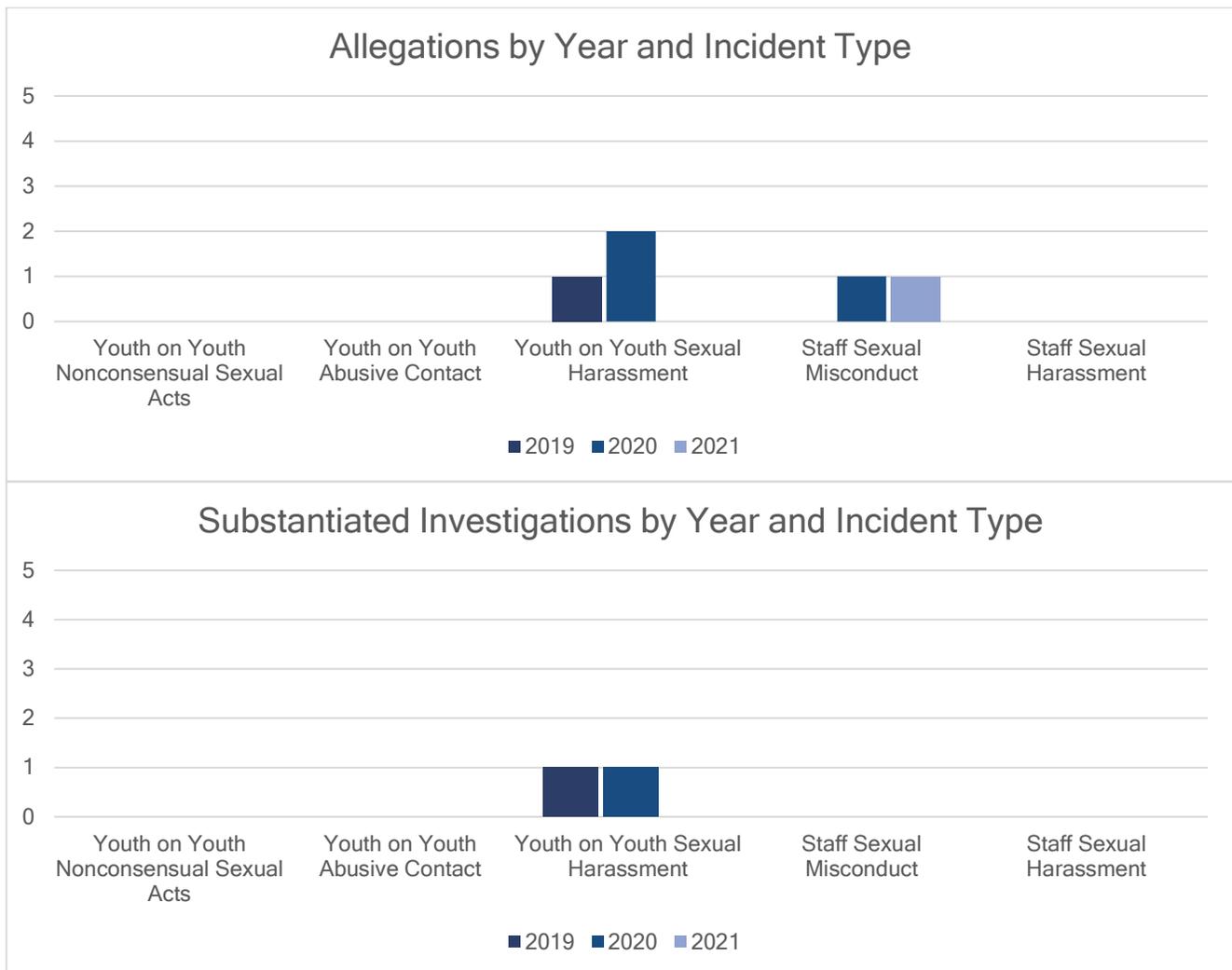
### Summary

No illness/injuries were identified as severe in 2021.

Moderate Injury illness referred to incidents requiring nurse follow-up but not immediate need to transport to an emergency medical facility. Incidents in this area were a majority of injuries as a result of either rough sports play or hitting/slammng furniture/walls/floors with hands.

There were no moderate injuries that were concluded to be preventable.

## PREA



### Summary

China Spring Youth Camp has proactively maintained a resident population level to provide sufficient supervision to the residents in the care of the Camp with no deviations to the staffing plan 2020-2021. Incidences concerning sexual safety have not been an issue during 2020-2021 because of China Spring's proactive nature and not "biting off more than it can chew" philosophy. China Spring is scheduled for its next on site Audit in May of 2022 and does not foresee any corrective actions at the facility level, however, Standards 115.311 identifies corrective actions at the Agency level that will impact the final outcome of the 2022 China Spring Youth Camp Audit.

## PREA CONTINUED

### 2021 Report

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China Spring Youth Camp has a Zero Tolerance Policy against all forms of sexual abuse and sexual harassment. The protection of the facility's youth against all forms of sexual abuse and sexual harassment is important. All employees, staff, residents, contract employees, contract services personnel, volunteers and visitors are subject to the Zero Tolerance Policy.

All residents have an equal opportunity and access to participate in or benefit from all aspects of our efforts to prevent, detect, and respond to sexual abuse and sexual harassment. China Spring Youth Camp has an accessibility plan that identifies and provides alternative materials based on need or request of the youth. Some of these alternatives include resources, which accommodate language, reading ability, hearing or vision impairments to ensure understanding and communication with residents upon intake and throughout their program.

Each resident is provided a list of internal and external reporting mechanisms at the time of intake, in addition to, county specific resources at the time of discharge. China Spring Case Management maintains a file at the Camp with community resources for each county to include the new Nevada App.

China Spring Youth Camp not only trains staff at hire and annually, but on day-to-day basis and month to month basis. During the 2020 COVID Pandemic, Training and Development Manager/PREA Compliance Manager, Lesley Keith, created trainings on the Pool Pact Portal so that staff who chose to socially distance had an alternative options to take required and refresher courses and stay on top of newly developed PREA Training.

At the time of this report (2022), we have three (3) supervisors who conduct daily and weekly supervisor rounds. Mid-level supervisors complete a comprehensive PREA check, but also interact with staff and residents to discuss a non-exhaustive list of topics: resident rights, prevention, definitions of sexual abuse, sexual harassment, coercion, consensual, age of consent, avoiding inappropriate relationships, setting boundaries, reporting mechanisms, communicating professionally, amongst other dynamics. This not only trains staff, but also educates residents at the same time. Residents receive on going PREA Education throughout their stay to include intake, ten and thirty day follow up, and groups conducted by line staff, Nurse Dixon, and Community Health "Be Proud, Be Responsible".

### Progress in 2021

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- China Spring passed PREA Audit Cycle II exceeding thirty-nine (39) of forty-three (43) standards.
- China Spring had (1) Investigative Report for 2021 determined to be non-PREA related. This is down from three (3) incidences reported in 2020, one (1) of which was substantiated.
- China Spring received an estimate to increase camera capacity in areas of the facility identified as blind spots and this will be implemented in early 2022.
- Captain Dan Britton, Investigator Howard Matts, and PREA Compliance Coordinator Lesley Keith in agreement determined all alleged incidences against staff will be referred through Douglas County Sheriff's Office Investigations to rule out criminality.
- China Spring obtained a Licensed Clinical Social Worker and additional resource Douglas County School District Neuropsychologist Dr. Susan Martin to assist in the clinical evaluation of CSYC residents.

## STRATEGIC PLAN

The following are identified goals for China Spring Youth Camp in 2022.

1. Sustainable Funding Structure to be developed with the assistance of CSYC Working Group.
2. Identification of Clinical Supervisor for Camp to include the following duties: ensuring the staff delivering services are doing so to the model and to the fidelity of the curriculum.
3. Development of mental health services to include more robust options with the camp structure.
4. Continue efforts to reorganize staff positions and job descriptions.
5. Identify PREA Coordinator with the assistance and participation of Douglas County (Agency).
6. Complete third audit cycle for PREA in May 2022.
7. Identify opportunities to realign services for better outcomes.
8. Develop method for tracking youth who recidivate.
9. Continue Monthly Chiefs/Directors meetings for better communication.
10. Create Monthly newsletter for greater communication with CSYC Stakeholders.
11. Redesign the CSYC web site.
12. Apply for Grants and other funding opportunities to assist with financial stability.
13. Develop means of delivering services to youth in quarantine, to reduce the interruption of programming.