



Licensed Child Caring Agency Unannounced Site Visit Report

Licensee: Jasper Mountain

Executive Director: Beau Garner

Assistant Director: Sarah Huff

Date of Unannounced: 4/7/2021

Licensing Coordinator: Mary Torres

Other Regulatory or Accrediting Agencies: Oregon Health Authority (OHA), Disability Oregon, Council on Accreditation (COA) for Services to Children and Families, other states utilizing Jasper Mountain as a placement resource include Alaska, California, Washington, Florida, Hawaii, Georgia, Alabama, Nevada, and Idaho.

Purpose: Per OAR 413-215-0101 (1) (b) Children's Care Licensing is required to perform at least one unannounced site visit a year where children in care reside.

Previous Findings	Repeat Findings Further Action Needed	Comments
413-215-0516 Room and Space Requirements Bathrooms (b)&(c) Wooden racks on floors are prohibited and impervious shower mats are disinfected & dried daily	Yes ☒ No ☐	The bathroom located on the girls' floor in the Castle continues to use a plastic shower mat and it is unclear how the mats are being disinfected and dried daily. The mats need to be removed or a process needs to be developed as to how the mats will be disinfected and dried daily. See below
413-215-0079 Licensing Umbrella Rules: Safety (1) Transportation. If a child-caring agency transports child in care in a vehicle, the agency must have policies and procedures that address all of the following: (b) Vehicle requirements. (A) Each vehicle used to transport a child in care must be: (i) Properly registered;	Yes ☐ No ☒	The program confirmed that the 15-passenger van is properly insured providing visual confirmation via email. This vehicle may be retired soon.

(ii) Covered by an insurance policy in full force and effect; (iii) Maintained in safe operating condition; and (iv) Smoke-free. The Castle's 15 passenger van did not have proof of insurance located in the vehicle.		
	Yes ☐ No ☐	

New Findings from Site Visit	Comments
413-215-0516 Room and Space Requirements Bathrooms (b)&(c) Wooden racks on floors are prohibited and impervious shower mats are disinfected & dried daily	The bathrooms located on the girls' floor in the Castle continue to use plastic shower mats and it is unclear how the mats are being disinfected and dried daily. CORRECTIVE ACTION: The mats need to be removed or a process needs to be developed as to how the mats will be disinfected and dried daily.
413-215-0091 Licensing Umbrella Rules: Responsibilities of Licensees A licensee is responsible to do all of the following: (11) Notify the Department in the following circumstances: (b) Within one business day if a critical event occurs. As used in this section, "critical event" means a significant event occurring in the operation of a child-caring agency that is considered likely to cause complaints, generate concerns, or come to the attention of the media, law enforcement agencies, first responders, Child Protective Services, or other regulatory agencies. Compliance with this notification requirement does not satisfy mandatory child abuse reporting requirements under ORS 419B.005 to 419B.045.	The program is not, on a regular basis, forwarding reports of critical events, specifically when a youth is placed in a physical restraint. CORRECTIVE ACTION: Ensure that Licensing is receiving all appropriate critical events as identified by the referenced Licensing Rule. For the time being, the program has collaboratively agreed to forward all incident reports involving the use of a physical restraint to their Licensing Coordinator until further notice.

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Interview Summary

Tours of The Castle and Crystal Creek were conducted by the program's Business Manager, Janet Gielow. Tour of the Safe Center was conducted by Executive Director, Beau Garner. Informal interviews with staff were held during the tours. This licenser spoke with one member of the maintenance crew, the program's food service coordinator, Janet, and Beau.

During the site visit, the following information was learned:

- Jasper Mountain has various open positions to include a member on the treatment team, night shift, a Human Resources (HR) Coordinator, and a therapist. In 2020, the program experienced a 30% staff turnover on their treatment team. With the hiring of an HR Coordinator, Janet will be able to focus on program compliance, marketing and contracting.
- In an attempt to reduce turnover and promote staff retention, the program has developed a promotion trajectory program for employees where longevity within the program will be recognized and compensated.
- The program employs 15 therapists, allowing a ratio of 8 youth to one therapist.
- A new intake coordinator was hired 2 months prior.
- Jasper Mountain will conduct their review with the Oregon Health Authority (OHA) this summer.
- Crystal Creek currently has 6 residents. This new facility is designed to be a short-term setting (3-4 months max) for youth transitioning from the Castle and preparing for discharge from Jasper Mountain.
- Issues with new major appliances at Crystal Creek were addressed. A smaller kitchen sanitizer was replaced with a larger one. One of the new refrigerators that was not holding a temperature was replaced with a new industrial refrigerator. Crystal Creek also had its' initial water heater replaced with a larger capacity water heater.
- Various youth have food sensitivities. The program's nutritionist and food service coordinator are able to accommodate these dietary needs through menus that are developed 2 months in advance. Crystal Creek has a gluten free youth, 2 dairy free youth and other youth who have seafood allergies. Similar dietary needs are accommodated in Jasper Mountain's two other programs, The Castle, and the Safe Center.
- The Castle has 16 residents. Referral sources remain slow since the COVID-19 pandemic.
- Jasper Mountain contracts with two local cleaning services for their facilities and has full time maintenance teams at each site.
- The Safe Center has 14 residents with one pending intake.
- The program has plans to bring community day treatment youth back to the Safe Center building four days out of the week. There are conservative plans to keep community youth separate from Safe Center residents to reduce/avoid potential COVID exposure.

Youth from each facility were interviewed. A total of four youths were individually interviewed. Youths' time at Jasper Mountain ranged from 1 month to over two years. Three out of the four youth reported feeling safe within their program's setting. The fourth youth made no comment regarding a sense of safety. Each youth shared an experience where they felt unsafe. Three report feeling unsafe when witnessing peers acting unsafe, one peer throwing a chair at staff, others physically fighting each other, or when others generally "go off." Another youth admitted to feeling unsafe when placed in a two staff hold months prior. Youth feel that staff are properly trained to do their job. One youth felt that newer staff lacked experience when first arriving but are partnered with senior staff. Youth report feeling comfortable reporting concerns to any staff member on duty. A longer-term resident named specific staff members who they would feel comfortable reporting concerns to. All youth had a good understanding of their treatment goals, listing them freely and quickly. Youth were also able to identify how progress in meeting those goals is measured. Some of the youth understood their after-care plans while others were too new to identify what

leaving the program may look like. Program strengths include scheduled activities, such as art, dodgeball, and bike riding. One youth appreciates how the program pushes residents “harder” to do better. Suggestions made by youth included being allowed to play in their bedroom during the day, having their own room, and replacing the youth’s bed in the apartment located on the Jasper campus as the bed “squeaks” with any movement. A youth who has been in the program for over a year was very blunt about areas of improvement. These included, having bigger meal portions, providing new shoes when tread becomes low, better toilets, quicker response in addressing building maintenance issues, the removal of a wasps nest near the picnic tables at The Castle’s entrance, the addition of more staff and pay increases for existing staff as this youth has overheard staff talking among themselves about how little they are paid. This youth also pointed out that staff “yell” directions during transition times when youth are not listening and that this “triggers kids.” Youth report daily family contact as well as additional family time during weekly therapy sessions via zoom. Some youth have family members visiting on site on the weekends.

Observations

This unannounced visit also completed the Licensing requirement related to the new program, Crystal Creek. This facility was given a temporary 6-month license in November of 2020 when construction was completed, and the facility was ready for youth. Crystal Creek has been open for just under 6 months and there were no outstanding licensing issues that prevents the facility from receiving a 2-year license. In addition to touring the building, youth files were reviewed and were found to be in good standing.

Over the last few months, Jasper Mountain had been working closely with their local Health Department as COVID risk and potential exposures were being managed on campus. The program acted swiftly in isolating staff and youth potentially exposed, conducting on site rapid testing and getting those completed tests to their local hospital for further evaluation. Staff put in extra hours during this time, keeping risk factors and exposure to a minimum while Jasper Mountain’s nursing staff were instrumental in weekly testing and daily monitoring of youth. Everyone pitched in, to include the Exec. Director who was often transporting personal protective equipment (PPE) and/or COVID tests back and forth. Jasper Mountain did an excellent job reaching out for assistance and took each suggestion by the Health Department seriously.

Jasper Mountain maintains an open door to all regulatory entities. The program is often hosting some sort of site review by state agencies or other states throughout the year and do so with no complaint. In March of this year, the State of Alaska completed their annual review and gave the program a favorable outcome. Jasper Mountain continues to be ahead/aware of programmatic issues through regular and ongoing meetings to include Management Team Meetings that occur twice a month. During these meetings, all program areas are discussed and evaluated and goals and opportunities to enhance the program are frequently discussed. Additional committees, including the Quality Control and Safety Committee, also offer opportunities for evaluation and assessments. Licensing acknowledges Jasper Mountain’s continued commitment to improving in all areas and setting high standards as part of their daily practice. The program’s level of collaboration and transparency is appreciated.

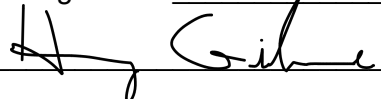
Corrective Actions and Timeframes:

Please submit the following to verify compliance.

Within 45 days of receipt of this report **Agency Name** must submit a letter of verification indicating the agency is in compliance with the specific rules cited above and describing how compliance will be maintained going forward. Along with the letter of verification, the agency must submit any and all specific documentation requested in the body of this report. The letter of verification and any additional requested documents can be emailed directly to **Licensing Coordinator email address** or sent by regular mail to the following address:

Department of Human Services

Children's Care Licensing Program
Attn: Licensing Coordinator
201 High St. SE Suite 500
Salem, OR 97301

Licensing Coordinator's Signature:  Date: 4/21/2021
Manager Review:  Date: 04-21-2021