2008/2009

Annual Report

Jasper Mountain
Hope for Children & Families
Service Expansions/Record Numbers

This past year has been an exceptional year for Jasper Mountain in all respects. Most importantly, our programs are making a difference in the lives of children and their families. Jasper Mountain has maintained a multi-year priority in enhancing quality over quantity. We made a minor adjustment in this position during the last year by intentionally increasing the numbers of children and their families that we served in non-residential programs. In part this was an adjustment to increased service requests coming from the community, but also a response to a pattern of decreasing referrals for intensive services, particularly from Oregon. We expanded our school and day treatment services to record numbers, and we more than doubled the size of our treatment foster care program. At the end of the fiscal year we had served more children than in any previous year, our non-residential programs were running at capacity and residential beds were over 80% full.

Trauma and Childhood Play

At Jasper Mountain we strive to have solid research support for all that we do. We began taking additional steps this past year in identifying the role of childhood play in the healing from trauma. We first identified the important role play holds in overall health of children and then reviewed the impact of trauma on play. A position paper was developed and we began implementing improvements in therapeutic recreation activities within the agency. For example, the latest improvements to our facilities will be to support enhancements of play and therapeutic recreation. For adults play may be optional, but for young children play is essential and an integral part of overall physical and mental health.

* All artwork was created by Jasper Mountain children.
Program Outcomes

“How do you know your programs work?” At Jasper Mountain we love to hear this question because we spend a great deal of time and energy to find out if our interventions work. Jasper Mountain implements ten federally recognized evidence-based practices and is pioneering a new approach to making lasting change in children called Neurological Reparative Therapy. To measure our impact, every program we run is evaluated on multiple outcome measures. Here are a few of the results from the last year: Our short-term residential program at SAFE found on average that the intensity of problem behaviors significantly decreased, stability of functioning improved, parents rated their attachment to the child improved, and both parents and children reported more confidence in being successful together. Our intensive psychiatric program indicated even stronger outcomes, although shorter stays have reduced positive outcomes. At graduation, behavior problems improved by 82%, children made a 58% average improvement in clinical treatment goals and the children’s impairment overall improved from severe to moderate at discharge. More importantly, the children as a group made significant gains following graduation. On 21 criteria, nearly 400 interviews resulted in a ratio of 11 to 1 positive gains over no improvement or deterioration. Five years after graduation 86% of the children were showing improved behavior and 89% were working on educational and work goals. Our program can’t take all the credit for such positive outcomes, but we do know that the children are much improved by graduation and continue to improve years afterward.

New Website

At the end of the fiscal year we rolled out our new home on the web. The new and much improved Jasper Mountain website had its start three years ago. Agency staff have gradually built the website to include many new components and to be more user friendly. We have added new information for those seeking help with their children, as well as many new resources that can be downloaded. The new website will be updated frequently and retains the popular virtual tour of our programs. Check out the new website at www.jaspermountain.org.
Financial Stability

Out of necessity, most non-profits (and for profits) have had financial stability uppermost on the priority list over this past year. The financial downturn has negatively affected families, organizations, and governments around the world. In such a climate how has Jasper Mountain fared? Fortunately, several financial adjustments were made by our organization prior to the months of serious recession. As a result, we had a financial plan, we have made continual adjustments throughout the year, and our financial stability has shown the positive benefits of our efforts. Our efforts resulted in the agency weathering the most challenging economic environment in eight decades. This stability has allowed us to maintain our focus on the children and the programs we offer and, in fact, we provided wage increases for all staff, continue to upgrade our facilities, and began construction on two new buildings. We do not take our financial status for granted and work hard to maintain the stability we have so we can keep our primary focus not on finances but on the children we serve.

Consumer Satisfaction

If Jasper Mountain was a restaurant it would stay in business only if it offered good food with efficient service at a good price. Mental health programs are no different. Over the last year we have gone the extra mile to find out if our consumers like what they receive from us. The results are some of the most positive responses we have received in our 27 years of work. We received written consumer satisfaction forms from each of our six programs with a total of 238 respondents. The scores are very similar for all programs with an overall breakdown of positive scores in 98% of the responses and concerns or negative scores in 2%. This is much higher than expected because the process of change and making tough decisions can be very difficult, and we would anticipate a higher number of unhappy consumers. Verbal feedback was received from more than 100 consumers and the most frequent response was some form of thank you with many complimentary comments about our help and our hard working staff. Some of the responses came from referring organizations, who have given us very favorable ratings overall. If we were a restaurant, it looks like we would be busy every day of the year, which is exactly what we are as a provider of mental health services.
Ending a 20-Year Facilities Master Plan and Starting Another

The dream in 1989 of all new and carefully designed facilities for Jasper Mountain was at that point just a dream. However, in 2009 we completed the last component of our facilities master plan. This accomplishment included removing five older buildings and adding nine new buildings, encompassing over 35,000 sq. ft. of space to support our work. Each of the buildings were designed by architects with attention to the impact of the environment in aiding our work with the children. Over the years we have become believers in the important role the physical environment and the quality of the surroundings have on the clients and staff who live and work in these settings. No sooner had our master plan been accomplished in entirety this fiscal year, when the need arose for a new ten-year facilities improvement plan that includes a new equestrian facility and three additional new buildings that will further enhance our work. What happens inside buildings is more important than the structure itself, but when done right architecture enhances our work and definitely makes a major difference.

Impacting Children Beyond the United States

Many needs of children and families are universal—safety, basic needs, and opportunities to pursue a healthy, fulfilling life. The needs of children that exist across cultures have been made clear to Jasper Mountain staff who this past year have provided training and consultation in other countries. Spanish speaking staff worked in El Salvador, Venezuela, and Honduras bringing our message of hope to parents and professionals in those countries who serve children. Additionally, staff provided extensive training in Canada, Australia, and New Zealand this year. Our assistance in other cultures and countries has been warmly received in part because the challenges are more similar than different. Everyone gains in these cross cultural efforts, especially the children.
Staff Job Satisfaction

This past year was a high point for staff job satisfaction. Each year our staff are polled to find out how they feel about the work they do and the organization they work for. This year the results from our staff (90% participated) indicated the highest job satisfaction since we have collected data over more than a decade. Staff ratings indicated a very positive response to what they do, the setting they do it in, who they do it with, and staff find their jobs flexible and impactful on the lives of children. The highest scores ever were received for teamwork, communication, organizational openness to ideas, and over 80% said they hoped to work for Jasper Mountain for many years to come. Written suggestions were received from most staff and many of the ideas and suggestions have been implemented. A successful organization requires active and positive staff members, and we are pleased to have just that.

Change in Board Leadership

After four turbulent but very successful years of Board leadership, new officers were elected this year. At the helm is long-time Board Member Chuck Davis. Over the past sixteen years Chuck has been a very ‘hands on’ Board member having designed and installed the water system at Jasper Mountain among other critically important projects. Barbara Lucas was elected Vice President, Gary Buss as Treasurer and Linda Beach as Secretary. This may be new leadership for the agency but these officers represent 55 years of service as Board Members, so they are very experienced. Debra Eisert ended her term as President with the agency in excellent shape in all respects. Dr. Eisert remains on the Board and her leadership during challenging times has been much appreciated.
Management Team

Dave Ziegler, Ph.D.
Executive Director

Judy Littlebury
Director of Operations

Dan Silver, M.Ed.
Jasper Mountain
Residential Director

Jeff Huston, MS, LPC
SAFE Director

Don Landauer
Chief Financial Officer

Kiva Michels, LCSW
Clinical Supervisor

Board of Directors

Charles S. Davis, President
Springfield Utility Board

Barbara Lucas, Vice President
McKenzie River Broadcasting

Gary Buss, Treasurer
Weyerhaeuser Company, Retired

Linda Beach, Secretary
U.S. Forest Service

Parke Blundon
Wells Fargo

Steve Cole
Forrest Paint Company, Retired

Dr. Debra Eisert
University of Oregon and
Oregon Health Sciences University

Gene Heinle
Springfield School District, Retired

Mike Kelly
Springfield City Manager, Retired

Rob Morris
Fred Meyer Corporation

Randy Nawalaniec
City of Springfield

Frank Papagni
U.S. Department of Justice

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