

DEPARTMENT OF SOCIAL SERVICES

Community Care Licensing Division
Statewide Children's Residential Program
Out-of-State Certification Unit
744 P Street, Sacramento, CA 95814 - MS 19-50



March 11, 2010

Mr. Bud Patterson, Executive Director
Normative Services, Inc.
5 Lane Lane
Sheridan, WY 82801

RE: ANNUAL CERTIFICATION RENEWAL

Dear Mr. Patterson,

Pursuant to California Family Code Section 7911 et al., this is official notification that Normative Services' (NSI's) certification with the California Department of Social Services (CDSS) is continued through March 11, 2010. This re-certification is based on the recent visit and evaluation by Out-of-State Certification Analyst (OSCU) Carol Lancaster on February 22-23, 2010.

I'd also like to remind you that California licensing standards require that all serious incidents be reported to the CDSS Out-of-State Placement Policy Unit for each child in care regardless of whether he or she is a California placement. Incident reporting shall include the following:

- Deaths
- Suicide attempts
- Suspected physical, sexual or psychological abuse
- Injuries and illnesses that require hospitalization or medical treatment (beyond first aid.)
- Use of restraint (whether or not they result in an injury to a child.)
- Any unusual incident or absence that threatens the physical or emotional health or safety of a child.

Certification will continue to be reviewed annually. We will be following our Department policy which authorizes us to inspect facilities with or without appointment as necessary.

I thank you and your staff for your cooperation during this year's visit. If you have any questions or would like to discuss the report further, please contact Carol Lancaster at (916) 838-5751.

Sincerely,

A handwritten signature in black ink, appearing to read "Mei Yuk Kung".

MEI YUK KUNG, Program Chief

C: CDSS-CFSD, Deputy Compact Administrator, ICPC/Out-of-State
Placement and Policy Unit

FACILITY EVALUATION REPORT

FACILITY NAME:	NORMATIVE SERVICES, INC.	FACILITY NUMBER:	602300007
ADMINISTRATOR:	<i>Bud Patterson</i>	FACILITY TYPE:	731
ADDRESS:	5 LANE LN.	TELEPHONE:	(307) 674-6878
CITY:	SHERIDAN	STATE:	WY
CAPACITY:	76	ZIP CODE:	82801
TYPE OF VISIT:	Case Management <i>(Re-Cert.)</i>	CENSUS:	UNANNOUNCED
MET WITH:	Bud Patterson, Executive Director	DATE:	02/23/2010
		TIME BEGAN:	09:15 AM
		TIME COMPLETED:	05:30 PM

NARRATIVE

1 PURPOSE OF VISIT:
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3 As mandated by California law, this visit was performed by the undersigned analyst on the dates of February
4 22-23, 2010 for the purpose of annual re-certification by the California Department of Social Services (CDSS.)
5 Through performing this visit, a determination is made whether the facility continues to:
6 • have adequate and appropriate resources to provide safe, suitable 24-hour residential care, supervision
7 and treatment services to clients in care.
8 • remain in substantial compliance with California licensing standards and regulations as well as
9 remaining licensed and in good standing with the licensing authorities of the state of geographical
10 location - - in this case, the state of Wyoming.
11

12 PROGRAM DESCRIPTION:
13
14 Normative Services Inc. (NSI,) established in April of 1990, is a private, non-profit program offering residential
15 care, treatment and educational services for up to a 132 adolescent males and females who present with
16 behavioral and/or mental health challenges. The program is located in the foothills of the Big Horn Mountains
17 in Sheridan, Wyoming. The education program operates out of six residential buildings on a campus of over
18 200 acres. Each building has an education wing containing three classrooms, a ten-station computer lab, and
19 a common group area. Within this physical setting, the staff work with students in small groups (1:6
20 staff-student ratio.) NSI serves at-risk male and female students ages 12-17.
21 The establishment and maintenance of a positive normative culture is the cornerstone of NSI's philosophy. The
22 purpose and goals of service at NSI is to provide a Positive Peer Culture (PPC) that teaches students to
23 assume responsibility for helping one another. Growth through group and peer interaction in an open setting
24 provides opportunities for change. Norms (expected behavior) are maintained by utilizing positive
25

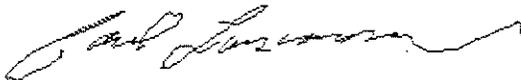
SUPERVISOR'S NAME: Mei Yuk Kung

TELEPHONE: (916) 327-8763

LICENSING EVALUATOR NAME: Carol Lancaster

TELEPHONE: (916) 838-5751

LICENSING EVALUATOR SIGNATURE:



DATE: 03/11/2010

I acknowledge receipt of this form and understand my licensing appeal rights as explained and received.

FACILITY REPRESENTATIVE SIGNATURE:

DATE: 03/11/2010

This report must be available at Child Care and Group Home facilities for public review for 3 years.

FACILITY EVALUATION REPORT (Cont)CCLD Regional Office, 8745 FOLSOM BLVD., #130
SACRAMENTO, CA 95826

FACILITY NAME: NORMATIVE SERVICES, INC.

FACILITY NUMBER: 602300007

VISIT DATE: 02/23/2010

NARRATIVE1 PROGRAM DESCRIPTION: (Continued)

2
3 peer pressure to confront negative behavior and by modeling pro-social behavior. PPC is a total system for
4 building positive youth subcultures. Youth in PPC groups learn how to identify problems and how to work
5 toward their resolution. In contrast to traditional treatment approaches, PPC does not ask whether a person
6 wants to receive help but whether he is willing to give help. As the person gives and becomes of value to
7 others, he increases his own feelings of worthiness and builds a positive self-concept.
8

9 CDSS CERTIFICATION HISTORY

10
11 Originally certified by the CDSS February 15, 2000 for a licensing/certification capacity of 76, NSI has
12 experienced significant growth over the years and has continued to be recertified annually. By 2008, the
13 capacity had increased to its present number (132) and had a census to match. Up until the second half of
14 2008, there were virtually no licensing or certification non-compliance issues or complaints involving the
15 facility. In early 2009 that changed however. Numerous allegations requiring investigation by both Wyoming
16 and California licensing resulted, some of which were substantiated, and a drastic decrease in the number of
17 youth in placement at the facility occurred. Subsequently, during the past year, the facility has implemented
18 many changes, most notably in their admissions process and has successfully satisfied plans of correction
19 imposed by licensing authorities. It is anticipated that given the new screening process - - which entails a
20 higher degree of discernment as to the type of youth suitable for their care, the facility can successfully rebuild
21 its client population while effectively maintaining a positive peer culture as well as meeting client and
22 placement agency needs.
23

24 YOUTH IN CARE:

25
26 The facility's census is significantly lower than in years past. At the time of visit, it was 45, seven of which are
27 California placements from the following agencies: San Francisco County Probation; Santa Clara County
28 Probation and Santa Cruz County Probation. Others in care include youth from Wyoming, Montana, Michigan
29 and Nevada. As a result of the low census, only four of seven houses on campus were operating.
30
31
32

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DATE: 03-11-2010

FACILITY EVALUATION REPORT (Cont)

FACILITY NAME: NORMATIVE SERVICES, INC.

FACILITY NUMBER: 602300007

VISIT DATE: 02/23/2010

NARRATIVE

1 LOCAL STATE LICENSING INFORMATION AND OTHER ACCREDITATIONS:

2
3 NSI is licensed in the state of Wyoming to provide residential care and treatment services by the Wyoming
4 Department of Family Services (WY DFS.) There are seven houses on the campus which serve as living
5 quarters for youth in placement at the facility. Each house is certified individually as a "Residential Treatment
6 Center." The most recently issued certificates from WY DFS are dated April 15, 2008 and are good for two
7 years or until April 15, 2010. Houses certified and their capacities, which collectively total 132, are as follows:
8

- 9 1. Hillside House (Certificate No.: 6190A) Capacity - 20
- 10 2. Eagle Ridge (Certificate No.: 6190B) Capacity - 20
- 11 3. Eagle Ridge (Certificate No.: 6190G) Capacity - 20
- 12 4. Mountain View (Certificate No.: 6190C) Capacity - 20
- 13 5. Riverside (Certificate No.: 6190D) Capacity - 20
- 14 6. Willow Brook (Certificate No.: 6190E) Capacity - 20
- 15 7. Resource Center (Certificate No.: 6190F) Capacity - 12

16
17 Over the last year, NSI has been closely monitored by WY DFS in light of three substantiated licensing
18 violations stemming from complaints filed in late 2008/early 2009. Throughout this period of time, no further
19 problems or complaints have arisen and NSI has satisfactorily completed the plan of correction agreed to
20 between the NSI and WY licensing.
21

22 At the time of this analyst's re-certification visit this year, the Wyoming licensing evaluator was also present at
23 the facility conducting a routine biennial review. (The facility's current licenses are due to expire April 15,
24 2010.) This afforded the undersigned analyst the opportunity to speak and exchange information with him
25 directly. Based on the information exchanged, I was able to verify that NSI's licenses will be renewed for the
26 next two year period and, aside from some minor deficiencies discovered during auditing some staff and client
27 files, the facility is in substantial compliance with Wyoming standards.
28

29 NSI continues to be certified and/or accredited by the following other entities as well:

- 30 • Wyoming Board of Education - - Accreditation last granted (June 18, 2009.)
- 31 • North Central Association Commission on Accreditation and School Improvement (Expiration date June
- 32 30, 2014.)
-

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FACILITY EVALUATION REPORT (Cont)CCLD Regional Office, 8745 FOLSOM BLVD., #130
SACRAMENTO, CA 95826

FACILITY NAME: NORMATIVE SERVICES, INC.

FACILITY NUMBER: 602300007

VISIT DATE: 02/23/2010

NARRATIVEOTHER ACCREDITATIONS: (Continued)

- Wyoming Department of Health, Mental Health and Substance Abuse Services Division, Centers for the Application of Prevention Technologies (CASAT) - - Service delivery for: Level III.I Adolescent, Adolescent Treatment Services, Criminal Justice Population and Co-Occurring Treatment Disorder (Certification good through July 20, 2010)
- The Joint Commission - - Behavioral Health Care Accreditation (April 13, 2007.)

FIRE WATER/HEALTH INSPECTIONS:

The last fire inspection was conducted at the facility on July 20, 2009 by an inspector with the Wyoming Department of Fire Prevention and Electrical Safety. Based on the inspector's report, the facility was required to make some corrections, which were completed and approved by the inspector August 17, 2009. The facility is on city water.

The facility has a main kitchen that prepares and serves three client meals a day in an appropriately sized and furnished dining hall. Primarily, the main kitchen operates as a cook and serve process with minimal cooling and reheating of food products. Each client residence is also equipped with a house kitchen which is used for snack eating, but no meal preparation. These amenities were last officially inspected April 21, 2009 by a consumer health specialist with the Wyoming Department of Agriculture and found to meet all governing standards.

SCOPE OF CERTIFICATION REVIEW:

- Entrance and exit interviews with Director Bud Patterson
- Collection of updated and current organizational and program information material.
- Tour/physical inspection of facility and grounds
- Review and discussion of:
 - Staff training and background checks/clearances with Human Resources Director Kelly Rainwater;
 - Medications and medical services with nurse Kelly Thornton;
 - Emergency intervention (de-escalation techniques and manual restraints) with Quality Assurance Coordinator Dee Smidt
 - Client Treatment plans with Case Manager Jody Koltiska

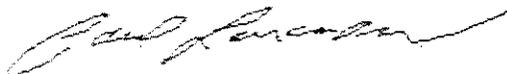
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FACILITY EVALUATION REPORT (Cont)CCLD Regional Office, 8745 FOLSOM BLVD., #130
SACRAMENTO, CA 95826

FACILITY NAME: NORMATIVE SERVICES, INC.

FACILITY NUMBER: 602300007

VISIT DATE: 02/23/2010

NARRATIVESCOPE OF CERTIFICATION REVIEW: (Continued)

- Sample of client files reviewed.
- Sample of personnel files reviewed.
- Interviews (5) with California probation youth in care

FINDINGS, AREAS OF CONCERN AND/OR THOSE REQUIRING CORRECTION OR IMPROVEMENT:

Based on this year's visit and evaluation, NSI was found to be in substantial compliance with both Wyoming and California licensing standards as they apply to children's/group residential treatment facilities. Although the facility's census has decreased significantly over the past year, it is apparent that various changes have led to improvements relative to the following areas:

- Admissions: A more selective and discerning process has led to the facility improving the student culture on campus through screening out youth unsuitable for the program and treatment modality offered due to prior histories of anti-social behaviors and gang affiliations, especially when demonstrated recently in a placement or institutional setting
- Emergency Interventions: Manual restraints and AWOL's have decreased dramatically. Although it is expected that the numbers be lower due to the significant decrease in the facility's overall census, it is also believed that this is also attributable to a more selective and improved admissions process, as well as staff training and an increased level of management oversight and attention to staff practicing more effective communication and de-escalation skills and strategies.

The following represent areas that require correction and/or improvement:

- Client records/needs and services plans: While needs and services plans appear to be adequately developed and updated, California standards require that the client, the facility treatment team and the client's placement representative (i.e., probation officer) sign each plan to demonstrate participation and awareness relative to the client's progress towards same. Signed copies of the plans need to be available for review in the client's file.

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FACILITY EVALUATION REPORT (Cont)CCLD Regional Office, 8745 FOLSOM BLVD., #300
SACRAMENTO, CA 95826

FACILITY NAME: NORMATIVE SERVICES, INC.

FACILITY NUMBER: 502300007

VISIT DATE: 02 25 2010

NARRATIVE**1 FINDINGS, AREAS OF CONCERN AND/OR THOSE REQ CORRECTION OR IMPROVEMENT (Cont)**2
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- **Staff Recordkeeping (emergency intervention training):** In the latter half of 2008, NSI implemented JKM Safe Crisis Management (SCM) training, a nationally accredited emergency/crisis intervention program which trains facility staff in de-escalation and manual restraint techniques. Reportedly, in addition to all facility staff being training in SCM, NSI had several staff certified as accredited trainers for the purpose of training new facility staff as well as providing ongoing training to those previously certified. Like first aid and CPR training, certification is to kept current and verification of same shall be maintained personnel files. When reviewing staff records, however, no certificates or evidence of JKM Safe Crisis Management training were noted to be in personnel files.

CERTIFICATION DECISION:

Recertification approved. A written plan of correction responding to the two areas identified above shall be provided to the CDSS by April 15, 2010. Should the facility fail to successfully address and correct these areas by the date stated, certification may be revisited and rescinded.

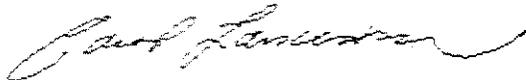
SUPERVISOR'S NAME: Mei Yuk Kung

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