



# **Camp Mak-A-Dream**

## ***Seasonal Staff Manual*** ***2022 Season***

## **A Brief History of Camp Mak-A-Dream**

In 1993 Michigan philanthropists Harry and Sylvia Granader donated 87 acres of their ranch in Gold Creek, Montana to establish a year-round camp for people affected by cancer. Camp Mak-A-Dream was initially formed to help address the needs of the thousands of children and teens in the United States diagnosed with cancer each year. The organization has since expanded its programs to serve people of varying ages and diagnoses and is constantly striving to find new ways to participate in the continuum of care for those impacted by cancer.

Camp Mak-A-Dream is an exciting opportunity for those seeking an adventure-filled week focusing on the opportunities rather than the limitations of life. The camp experience helps build independence, confidence, and self-esteem. People, whose lives and attitudes are impacted by serious illness often flourish when they have fun, learn new skills and develop relationships with others who understand their challenges.

Our modern facility includes an 11,000 square foot lodge with a commercial kitchen, dining room that can accommodate over 100 people, meeting rooms, art studio, pool, hot tub, resource room, rec room, and laundry facility. The facility is accessible to all abilities and throughout campus you will find an archery range, high ropes course, climbing wall, sports fields, mini golf course and zip line. There are five sleeping cabins for campers and staff, and a health center where volunteer doctors and nurses from around the country are prepared to administer medical care. There is also a helicopter pad just beyond the lodge to be used in the event of an emergency. Camp is located 20 miles from a medical facility in Deer Lodge and within an hour of two major medical facilities in Missoula. The newest addition to the facility is our wellness center that includes a community room, lounge, teaching kitchen and additional sleeping rooms for staff.

In the summer of 1995 the first session opened with 45 children crossing the wooden bridge at the entrance to Camp known as the "Bridge of Dreams". Since that time, over 9,000 people have enjoyed the beauty of Gold Creek and the rewards Camp Mak-A-Dream has to offer. In the summer of 1996 we offered our first Young Adult Conference to address the unique needs of cancer survivors in this age group. In the fall of 1997 we introduced our pilot Siblings camp for young people with a brother, sister or parent with cancer; we now offer two sessions, one specifically for teens. In 2008 we introduced a program for pediatric brain tumor survivors and now have three brain tumor specific sessions each season. Programs for women have been a part of our programming since 1996. In 2018 we hosted our first Family Camp and have most recently expanded our programming to meet the needs of caregivers.

***We are excited to have you as part of the Camp Mak-A-Dream family and look forward to working with you!***

## Why Medical Camp?

The people who attend Camp Mak-A-Dream are affected in one way or another by cancer. Cancer survivors are often treated differently in our society, from being excluded from group activities to being protected to the point of not being able to advocate for themselves. At Camp Mak-A-Dream we provide a supportive environment where people from many different backgrounds come together and are presented with opportunities for growing and building bonds with their peers. Because of their disease, or to an even larger degree because of the treatment for their disease, many cannot attend camps for healthy individuals. They may tire or bruise more easily. They may have cognitive and/or physical disabilities. They may become nauseous. They may be prone to infection. The potential complications are many. In order for them to experience and participate in the activities offered at a place like Camp Mak-A-Dream, the staff must be prepared to meet the physical and emotional needs of the population.

The primary responsibility for every staff person at Camp, is to provide a physically and emotionally safe environment for all participants. Within our group of volunteers the people who have the closest contact with our participants are the counselors and concierges. Counselors work with our younger campers (age 6-18); they spend the entire session with them from the time they get up in the morning until the lights go out each night. Concierges work with young adult participants (age 18-35); they act as hosts for the session and do their best to ensure each individual gets as much out of camp as possible.

Included in the group of volunteers that come each session is our medical staff who are responsible for the care and treatment of every participant. Our medical team is able to treat most issues that arise in a camp setting, from ordinary bumps and scratches to the unique situations that occur at a cancer camp. They may also diagnose more severe situations that could require transfer to a local hospital. The goal of the medical staff is to do most of their work “behind the scenes”. We feel strongly that a trip to our health center should not be like a trip to the hospital. The doctors and nurses work closely with the counselors and concierges to keep each participant as healthy as possible so that they can take advantage of all that Camp has to offer. Often times the cabin staff are the “eyes and ears” for the medical staff for potential problems that may arise.

It is our philosophy that experiences like those offered at Camp Mak-A-Dream are an important part of the continuum of care for a cancer survivor. Community living encourages individual growth through sharing and patience, cooperation and respect, fun and exploration. The participants that come to Camp Mak-A-Dream are divided by different age groups, diagnoses and/or need. All participants are uniquely different in their needs while sharing a common bond. The tone of one session varies from another, in that program activities are specifically tailored to meet the needs of each group. With these varying experiences, from carnival night for the children to workshops on life issues for the young adults, the most important thing Camp Mak-A-Dream does is to bring these individuals together. Many people come to Camp Mak-A-Dream having never met someone else their age with cancer. When they arrive they are suddenly surrounded by people that understand what they are going through. The bonds and friendships that are formed are the reason that medical camps like Camp Mak-A-Dream and are an important part of moving through and beyond a cancer diagnosis.

# Camp Mak-A-Dream...“Live with. Live beyond.”

## OUR VISION

We will be an exceptional experience for those affected by cancer--- a dream community built on friendship, learning, fun and hope.

## OUR CORE VALUES

**Compassion-** We genuinely care for others and promote self-care and wellness for participants, volunteers and staff alike.

**Accountability-** We are responsible stewards of all our resources and place the health and safety of our participants above all.

**Mutual Respect-** We appreciate and value our team and various constituents. We wholeheartedly embrace the diversity we represent.

**Partnership-** We are endlessly grateful for our many partnerships with donors, volunteers and other organizations that make Camp possible.

## OUR MISSION

Camp Mak-A-Dream empowers cancer survivors and their families to live with and beyond cancer through life-changing Montana experiences where they strengthen life-skills, gain resilience and develop lasting relationships.

This handbook is designed to acquaint Camp Mak-A-Dream staff with both general and specific procedures. Keep in mind that there may be situations you will face that are not described in this manual or discussed in training. At these times your common sense will come into play and the information in this handbook is designed to help guide you in the decision making process. Also, Camp is structured so that there is always another staff member available to help. Remember that we are a team and we will work together to solve problems as they arise; by working and learning together we can make this an experience to cherish for a lifetime.

Each person on staff has a specific role in ensuring that every camper can participate whenever possible in both group activities and individual endeavors. ***Someone may choose not to participate in an activity but is never left out because of special needs.*** Staff members provide the tempo and establish the quality of the activities. A good staff member leads and learns daily as each camper represents an opportunity for learning and personal growth. Your role on staff is to encourage campers, to be aware of when to step into an activity to liven it and when to step back when the participants are appropriately involved and engaging with one another. This is not an easy task. ***There is a fine line between appropriate and over involvement.*** This manual is designed to provide you with information that will help prepare you for Camp so that you can maximize the limited time we have for onsite training. It will also serve as a reference during your time at Camp and introduce you to some of the situations you may encounter. Always consult a supervisor or director with any questions you may have. ***Your experiences and creativity will undoubtedly enhance the program for all of us and we look forward to working together and sharing ideas in order to make this the best experience possible for everyone involved!***

## GOALS AND OBJECTIVES

The goal of Camp Mak-A-Dream is to provide campers with a supportive and fun-filled camp experience. Every staff member helps to achieve our goal by creating a positive, safe environment.

Camp Objectives are to:

- A. Provide a fun, safe, supportive, and enriching environment. Staff's primary responsibility is to prioritize participant safety and to always think ahead in order to avoid potential risk or danger.***
- B. Enhance camper's self-esteem and confidence through their Camp experience and create the possibility for campers to network with peers from across the nation with similar issues.***
- C. Broaden each camper's range of experience through play, recreation, and skill development.***
- D. Provide a forum for self-expression and heightened creativity.***
- E. Provide an environment where campers feel comfortable, with an understanding that everyone will be held responsible and accountable for their actions and behavior.***

## THERAPEUTIC RELATIONSHIP

The wonderful experience that participants have at Camp Mak-A-Dream is in large part due to their relationships with fellow campers and staff members. The friendships that they establish with each other are very important. These are relationships built on shared experiences, interests, struggles, fears and triumphs.

***One of the staff's most important roles is to help these young people meet and bond with each other.*** This is an essential aspect of normal growth and development and one that is often affected by serious illness. Your relationship, as a staff member, with individual campers is special. Your attention, support, approval, enthusiasm and acceptance are all important. The difference between these two relationships is subtle but distinct. Your job is to enable the campers to feel enough confidence in themselves to experience Camp to the fullest, ***not to become dependent on you.***

When a camper does begin to depend on a staff member too heavily, that staff member needs to attempt to shift the camper's focus back on the activities and the other campers. When this situation occurs, you may need to turn to your supervisor for advice or assistance. Our goal is for every camper to leave Camp and return to their friends and family, stronger and more confident socially. ***Remember the best thing we do is bring the campers together.***

## **STAFF TO CAMPER SUPERVISION RATIO**

Camp Mak-A-Dream staffs each session at a ratio of one counselor for every two-four campers during camps serving minors. This allows appropriately close supervision at all times. Those in residential staff will oversee two-five campers, depending upon the needs of the group. Ideally, there will be a balance where the staff member knows where their assigned campers are at all times, but campers are not necessarily aware of which particular counselor is “supervising” them. It is the responsibility of residential staff to ensure the ratios are enforced. Program staff are utilized to help oversee campers during program activities and potentially cover for residential staff during time off periods. It is essential for someone to be aware of each camper’s whereabouts at all points during the day.

### **General Staff to Camper Ratios:**

- 1:2 SUPERVISION RATIO FOR KIDS and YOUNGER SIBS CAMPS
- 1:4 SUPERVISION RATIO FOR TEEN/OLDER SIBS CAMPS
- 2-3 Adults reside in each cabin during YOUNG ADULT sessions

### **WHY SIBS?**

In addition to hosting camps for people with cancer, we host sessions for children who have or have lost a sibling or parent with cancer. Siblings and children of cancer patients have their own unique needs. Because much of the family attention may shift, and appropriately so, to the person with a life-threatening disease, the sibling/child is often left feeling neglected. This may not be obvious to the other family members. Acquaintances may look beyond the healthy child and focus their attention on the person with cancer. Teachers may ask siblings how their brother or sister is doing, but not how they are doing. The child may also be experiencing feelings they are uncomfortable sharing openly out of fear of taking focus from their loved one. Many oncology camps combine the experience for children with cancer with their siblings. At Camp Mak-A-Dream we are able to give the siblings and children of a cancer patient a week of their own. We may offer optional workshops for the siblings to process their feelings and emotions but, more importantly, we give them a space away from disease and the stress it can cause for a week. We give them the opportunity to form bonds with people who understand their unique situation. Few can empathize with someone who has or has had a sibling or parent with cancer if they have not been through the experience themselves. In activities such as cabin chat, we give the opportunity for campers to say just what they feel, without the fear of judgement for their situation or for what they might say.

***“We do not need magic to transform our world. We carry all of the power we need inside ourselves already.” –J. K. Rowling***

## **YOUNG ADULT SESSIONS**

Young adults with cancer face a unique set of concerns. Like other young adults, they face issues such as career choice, forming relationships with family and peers, and the development of life skills. These are difficult challenges under normal circumstances, but for many of our participants they are complicated by illness and compounded by issues like fertility and insurability. Young adults may feel isolated each time they visit the doctor when they either are surrounded by the toys of a pediatric oncology office or the geriatric patients of an adult oncology office. Young adults with cancer are different from those of their peers because they have been impacted by a life-threatening disease. Because of their disease, or to an even larger degree, because of the treatment for their disease, they may not be able to attend camps or programs for healthy individuals. They may tire more easily, may have specific disabilities from their cancer or treatment, may bruise easily, get nauseous, and may be more prone to infection. For many of these young adults to experience a week at camp, they must be carefully monitored with medical help on hand.

We typically have one physician and one to three nurses on site per session, depending upon the needs of the population. This allows for the oversight of medications and monitoring of individuals, especially those in treatment, keeping an eye out for potential problems that may arise during their stay. The medical staff may need to take steps that are not necessary at a camp for healthy individuals. We make every effort to inconvenience the participant as little as possible when it comes to medical interventions so the participant can enjoy their time with their peers.

Camp is a valuable experience for those participants that are out of treatment as well. We offer educational sessions on health and wellness to help survivors manage the long-term physical and emotional effects of the cancer experience. At the young adult conferences, participants in all stages of the cancer journey come together to share their thoughts, fears and experiences with others who understand.

## **YOUNG ADULT SUPERVISION**

It is important to treat our participants as the young adults they are. Your role is to encourage participation in activities and help them to form relationships with one another. During the young adult sessions, it is important to remember that all of us, regardless of age, are required to follow rules. Asking participants to abide by the rules IS NOT the same as treating them as children. It is helpful to lead by example and, when necessary, offer an explanation if redirection is required. Not only will you be showing these young adults the respect they deserve, but also you are much more likely to get a positive response. ***Please note that we may ask that the use of cell phones and personal electronic devices be limited for both campers and staff during full campus events, educational sessions and cabin/fireside chats. Administrative staff may need to step away from an activity when urgent communication is necessary.***

## CONCIERGE

The modern definition of concierge is the closest thing you can find to a personal assistant in a fine hotel. The concierges at our young adult conferences act to make sure participants have everything they need for a safe and fun experience. One to four concierges are assigned to each cabin during young adult conferences. They are not counselors or babysitters but are there to encourage participation through role modeling. They are available to participants for any problems or issues that arise any time of the day or night. Concierges should have a clear understanding of the schedule for the day so that they can help participants decide which activities to attend. They should keep their eyes out for health and safety issues, both physical and emotional, within the cabin and be available to assist participants with special needs getting around campus. They are not, however, responsible for supervising participants in their cabins 24 hours a day. In order to respect the privacy of our participants, sleeping rooms are restricted to those sleeping in that area.

## MEALS AT YOUNG ADULT CONFERENCES

All meals are served according to the schedule and young adults are not required to attend. If a participant chooses to “sleep in” or skip a meal, they are reminded that food is not available in the dining room until the next scheduled meal time. The peanut butter and jelly bar is always open and snacks are available in the cabin. A “to go” plate may also be brought to the cabin by a staff member or participant under extenuating circumstances. ***Notify medical staff of participants who spend an inordinate amount of time sleeping, this could be a sign of something wrong.***

## LATE NIGHT ACTIVITIES/QUIET HOURS AND CAMPUS CLOSURE

After the evening activities have concluded, participants are free to use areas of campus that are designated for late night fun, they may go for a soak in the hot tub, or head to the art barn. This is an opportunity for participants to make new friends and share openly with one another in a supportive environment. Many of the memorable moments at Camp Mak-A-Dream happen during this non-structured time. For safety reasons, staff and participants should not be in any area not designated for late night activities and staff should be represented in or near each of the designated late night areas. Also, we ask that ***everyone respect the needs of those who need to rest.*** Adequate sleep is essential to the health of the participants and is especially important for those in the midst of treatment. All cabins are expected to respect quiet sleeping hours beginning at 10 pm; inter-cabin visits are not allowed after 10 pm so that those participants who would like to go to sleep may do so. ***At 11:45pm camp staff will begin closing campus (covering hot tub, turning off lights etc.). All participants and staff must return to their designated cabins by the 12:00 midnight campus closure.***

***“I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel.” –Maya Angelou***

## **FIRESIDE CHAT**

Some evenings, after the full campus event has ended, there is a fireside chat. This is an optional get together, much in the style of cabin chat, for participants to share. Fireside chat is typically open to all participants and staff and is facilitated by a designated staff member. Often times a topic of interest is introduced and the conversation is led by the participants. All rules of cabin chat apply.

## **CAMPER ORIENTATION IN THE CABIN**

On arrival day cabin leaders and weekly counselors/concierges welcome campers, by introducing themselves and going through the basic rules and procedures at camp. Cabin staff may find that it is useful to engage the cabin in a discussion about the rules and have the campers come up with some of their own cabin rules and expectations.

## **CABIN ORIENTATION FOR KIDS & TEEN SESSIONS**

- Review and post the Camp Community Agreement.
- Travel in groups of three or more, both on and off campus...it is safer and more fun!
- Let campers know where staff sleeps (side room/specific beds) in case something is needed during the night.
- Running is not allowed outside of sports and rec activities; it is safer and not as hot to walk.
- Name tags should be worn proudly! Review Squirrely Dance to show what happens when you forget!
- Shoulder rides and practical jokes are not allowed at camp. Your safety is our priority.
- Please use the sidewalks and don't walk on the grass...it is more inclusive and it took a long time for us to grow the grass and we like it!
- No bare feet, except in the pool or shower areas.
- Use sunscreen whenever you are outdoors (even on cloudy days)...a hat can also be useful in preventing sunburns. Staff too!
- Review dining room etiquette for specific session (special diets, buffet etc.)
- Drink lots of water. Headaches and stomachaches can be the result of too little water.
- Use water wisely, recycle (cans, plastic, paper) and turn the lights out... thank you for doing your part to conserve.
- Keep camp beautiful. Clean up after yourself.
- Be aware of ticks. If you find one let cabin staff know immediately; see the medical staff if a tick must be removed.
- Medications will be distributed as needed, typically during meal times and after evening activities. If at any time you are not feeling well please let a staff member know.
- When traveling to the health center have someone walk with you and always let a staff member know where you are going.

- Incoming mail will be brought to the cabin daily; outgoing mail is sent out from the office (stamped mail can go in the green mailbox; stamps are available in the store).
- Talk through emergency procedures...just the basics...what they will hear, where to go and who to follow.
- Tell campers to report to any staff member if they see someone who is a stranger on Camp property (this may end up being a facilities assistant or program guest, but we would rather err on the side of caution) or if a stranger approaches them during an off-campus day. Always travel in groups!
- Keep living areas neat and clean. Personal items should be in suitcases or on the bed.
- Any valuables can and should be locked up in the office.
- All cell phones (or electronic devices with Internet access) should have been checked in at the office. This is Camp policy. All participants have agreed to adhere to this policy by attending Camp.
- Cabin cleanup is everyone's responsibility...introduce white glove, golden plunger & dirty sock!
- No one should be spending time in sleeping areas that are not their own. Inter-cabin visitations (in common area) are allowed at the discretion of the cabin leader and must be supervised.
- No one should leave campus without prior authorization by Camp leadership.
- Let them know that you are here for them and that you are all going to have a fabulous week!

## **YOUNG ADULT CABIN ORIENTATION**

The tone of cabin orientation for young adults will be different from the orientation for younger campers. Many of the items listed above are applicable to all groups (some are not). Below are additional items to cover with young adults (after reviewing YA Camp Agreement).

- Quiet hours, after hours, curfew and cabin visitation rules.
- If you choose to go for a walk or run we prefer that you do not go alone. Everyone leaving campus must sign out in the office when they leave and back in when they return.
- If you drove to Camp you are expected to stay on campus for the duration of the retreat. If you have to leave campus in your vehicle it must be cleared by Camp leadership.
- Everything is optional (campers attending the young adult Heads Up Conference are required to attend specific workshops) and we ask that if you choose not to participate in an activity you are respectful of the presenters and those choosing to participate.
- Meals will be served at scheduled times only.

## **BEHAVIOR AND DISCIPLINE GUIDELINES & STRATEGIES**

The challenges of young people can take place anywhere, including Camp. It is important to remember that in addition to dealing with a potentially life threatening illness, our campers

are also dealing with the everyday growing pains of typical adolescents. It is worth mentioning that showing ***empathy and understanding*** can be useful when dealing with an emotional situation. Acknowledging the feelings a camper is experiencing can be an effective tool in diffusing a situation. It can be the first step in finding a solution. In addition, when working with anyone, especially young people, it is important to ***choose your battles***. If you find yourself in a difficult situation that you do not know how to handle, always ask for help.

## **PREVENTATIVE MEASURES**

- Obey the rules yourself and establish clear expectations right away.
- Review the Camp Community Agreement with the cabin on day one.
- Enforce rules at all times, without malice, and be consistent in application.
- Reinforce and encourage desirable behaviors.
- Make sure that campers are properly supervised at all times. Build relationships with the campers and get to know something about them.
- Remember that everyone has needs; his/her behavior will provide clues as to what those needs are.
- Keep an eye on things (beware of checking your phone excessively). Being close and paying attention when you note a potential problem can keep it from occurring.
- Avoid getting campers overly excited or tense and be aware when a situation may be in danger of getting out of control.

## **WHEN A RULE IS VIOLATED**

- Give the camper one warning; make it clear that what they have done goes against the rules.
- Give the camper a chance to explain; they may have a good reason.
- Be consistent and impartial.
- Stay cool and calm; keep strong emotions in check. Get down to their level so as not to intimidate them.
- Avoid lecturing or embarrassing the camper; discipline away from the group if possible.
- Stress that the behavior is the problem, not the camper's personality. Help the camper to identify acceptable alternatives to the problem behavior.
- Once the disciplinary time is over, accept the camper as a part of the group again.
- **Camp leadership should be made aware of all disciplinary actions as soon as possible.**
- Communicate with the appropriate leader/director for continuing discipline problems.
- **Never** allow discipline to include depriving a camper of sleep, food or restroom privileges, placing a camper alone without supervision, or subjecting a camper to ridicule, shaming, threat, corporal punishment, washing out the mouth, or physical exercise or restraint.

## **TIME TESTED STRATEGIES**

- Remind campers of the Camp Community Agreement.
- Be consistent and impartial when enforcing Camp rules.

- Be willing to admit when you are wrong or when you don't know an answer to a question.
- Maintain your poise at all times; don't let the campers "get to you".
- Don't take misbehavior personally.
- Try to see the camper's side of the situation. Discuss it with them until you understand.
- Let the camper provide input on how to proceed (move to a new activity, apologize, take some time to chill out etc.).

Sometimes it is best to simply ignore behaviors (only those that do not pose a risk to safety), rather than reward or punish, which may actually provide attention that will encourage the behavior to continue. Ignoring behaviors usually works best for campers who seek attention. Sometimes giving the child positive reinforcement may solve the problem. Giving the child some form of responsibility or encouraging a special interest or talent may result in improved behavior. Often a change in activity or some redirection is enough to correct the situation.

### **COMMUNICATION IS KEY**

Communication is essential in handling situations requiring disciplinary action. Remember that you should never be alone with a camper. This will allow you to seek help and guidance when disciplinary measures are needed. Once again, any disciplinary actions must be reported immediately to a supervisor.

**The following situations are rare occurrences at camp. Incident reports must be filled out by a witness if any of the following occur; Camp leadership should be notified immediately and will initiate any necessary next steps.**

**STEALING:** Prevent stealing by establishing an atmosphere of trust within all members of the group. Establish cabin rules and discuss openly the need to respect each other's property. Always discourage campers from leaving valuables out in the open unnecessarily, things can often get misplaced. Give campers the option to lock items up in the office and enforce cabin visitation and sleep area rules. ***If an item is missing, contact the appropriate leader/director immediately.*** The following are potential strategies in dealing with a missing item.

- Let everyone in the cabin know that an item is missing (remember that it may have been misplaced) and ask that they keep an eye out for it. This gives a person the opportunity to rethink their actions and return the article anonymously, without punishment.
- If there is evidence to identify an offender, the camper will be dealt with privately with Camp leadership. Giving him/her the opportunity to make restitution and make a plan together to avoid repeat behaviors.

**BULLYING:** Every camper and counselor deserves to be treated with respect and to feel safe, included, and valued. It's difficult to stop bullying if you don't know what to look for. Many

behaviors that seem harmless, such as teasing or excluding, can escalate into bullying, however, not all hurt feelings are a result of bullying. Be aware of the following patterns and behaviors so that we can prevent bullying before it happens.

Bullying is a form of emotional or physical abuse that has three defining characteristics:

1. Deliberate — a bully's intention is to hurt someone
2. Repeated — a bully often targets the same victim again and again
3. Power is imbalanced — a bully chooses victims he or she perceives as vulnerable (K. Storey, et al., 2008, p. 4)

If you believe that an incident has occurred, make sure that all campers are in a safe place and call in additional staff as needed (Camp leadership should be notified immediately). When communicating with a child that is behaving as a bully, it is helpful if they have confidence in you as a leader. To maintain the child's confidence, listen and praise good behavior-instead of only criticizing bad behavior. Discuss with the child the rights of others and the expectation of respect within the Camp setting. Let him/her know others will be more accepting if their behavior is turned more positive. Most importantly, make clear that bullying is not acceptable and will not be tolerated at Camp.

**FIGHTING:** Fights are rarely an issue at Camp. Serious fighting often evolves from what starts out as just "fooling around". Keep a close eye on such horseplay to keep it from getting out of hand. If a fight breaks out, separate the combatants AT ONCE. Let your voice show calm, mature authority. Attempt to give them time to cool down. Disallow any verbal exchanges and physically remove combatants to a "safe distance" from each other if necessary. Physical exchanges require both combatants to visit with the medical staff, who will check for bruising and internal injuries. Notify Camp leadership immediately. An incident report must be completed.

Once combatants have regained composure, try one or more of the following:

- Calmly discuss the situation separately with each individual. Emphasize resolving the problem, not placing blame. Aim for a mutual "shake hands and make up" plan.
- Hold a face-to-face meeting where each participant describes his/her version without interruption from the other. Attempt to help each see the other side, then reconcile differences, make up and forgive.
- With direction from Camp leadership, invoke a logical consequence if clear provocation can be established or if this is a repeat offense.

## GENERAL CAMP INFORMATION

### CABIN/SMALL GROUP CHAT

Cabin chat occurs most days and is structured to allow participants an opportunity to share with each other. Cabin chat generally takes place in the common area of each cabin. Stuffed animals or other props can be useful tools for cabin chat. They can make the speaker more comfortable by giving them something to focus on while they are sharing with the group and can be useful in controlling “over sharing”. The cabin leader or a designated staff member introduces the subject of that night’s chat. Suggestions can be offered by participants, either openly or through a suggestion box placed in the cabin. Each participant is given the opportunity to share or not to share. Participants are encouraged to express themselves freely and should not be interrupted by anyone else. Cabin chat can be light and fun or serious and emotional. ***It is important that staff does not try to make the discussion take on a “deeper” or more “meaningful” tone.*** The chat will become exactly what it is meant to be on its own. In addition, it is inappropriate for staff to share in depth about their experiences during cabin chat. Your experiences make you who you are and help you to be empathetic with the participants. Staff participation can enhance the community and you are welcome to answer specific questions when asked, however, participants should be the main focus of the cabin chats. During some camps, cabin chat may be focused on addressing specific social issues. You may be asked to actively participate in these sessions by sharing personal experiences or participating in role plays. In these circumstances additional direction will be provided.

Cabin chat can draw out the shy camper and allow everyone to become quiet and reflective. It can bring a cabin together by sharing moments of joy and laughter. It can also be an opportunity for the cabin staff to gain some insight about the participants, which can be helpful when trying to figure out ways to more effectively communicate with specific participants. This time together allows the campers the opportunity to get to know staff on a more personal level. Because of its intimacy, cabin chat is limited to the summer staff, volunteers and participants assigned to a specific cabin. Occasionally it may be appropriate to combine more than one cabin for a cabin chat. Please speak to your supervisor before initiating a combined cabin chat.

***“Remember there's no such thing as a small act of kindness. Every act creates a ripple with no logical end.”-Scott Brown (creator of Dilbert)***

## **GIVE HONEST SPECIFIC PRAISE**

There has been much attention given to the importance of praising young people and how this can help them to develop a healthy self-image. What can be missing from the equation is that the praise must be honest and specific. For example, if you tell Billy that he is a “good kid” he will think you either don’t know the lousy things he has done or that you really don’t mean what you are saying in the first place. When you offer praise it is important to believe what you are saying and to base it on something very specific that observed or shared with a particular person.

- You see a child pick up something for another child... you say, “Thanks, Aisha – you are very helpful.”
- You see two campers working together on a task... you say, “Hey, that’s great team work...good job.”
- You see campers cleaning up the table without being told... you say, “Thanks you guys. Thanks for helping without being asked.”
- A camper asks if they can go the health center to cheer up a camper ... you say, “Wow, you are a sensitive and caring friend.”
- The campers respond the first time you ask them to do something....you say, “That was fast; I only had to ask you once. Thanks guys – you are so cooperative and make my job easy.”

It may surprise you how effective, rewarding and contagious this act can be. People are much more accustomed to hearing from the world when they do something wrong than when they do something right.

## **APPROPRIATE TOUCH**

Human touch is important for health and wellbeing, when it is done appropriately and with respect. There are all kinds of Camp situations that call for contact and touch – examples include: campers putting their arms around each other for a photograph, helping campers feel confident with recreation gear, comforting someone in emotional distress, and celebrating a new achievement with a high-five. Below are some guidelines that help you know the kinds of touch that are appropriate and how to be respectful when using touch. But before we cover which types of touch are “okay”– let’s cover some important concepts relating to why we need to pay attention to how/when we touch campers.

First, it’s important for you to protect yourself! When staff members or volunteers use inappropriate touch, touching without other adults around, or touching for too long, it can put you at risk for being accused of violating the person you touch. Using these appropriate touch guidelines will help you avoid accusations of inappropriate touch.

Second, using appropriate touch will protect campers. Some campers may have a past trauma that may include some types of touch. We want campers to feel safe and secure at Camp Mak-

a-Dream. Using appropriate touch will support all campers, especially those who might be more sensitive.

What is appropriate touch? Guidelines for using appropriate touch:

1. Touch should only be initiated when a camper needs it to feel comforted or supported. It should never be initiated when the staff member or volunteer wants the contact.
2. Touch should never be forced on a camper. If they decline to be hugged, assisted, or even high-fived, we should respect the camper's decision. Physical contact should always be with the camper's consent. For example, you should ask, "Would you like a hug?" or "Is it okay if I help you with your harness?" or "Can I show you with the right archery position?" Then **wait for the camper's answer** before proceeding with any touch.
3. Touch zones should be limited (as much as possible) to hugs, hands, arms, and upper back of the camper. Side hugs are much better than full front hugs. Hugs should be time limited, rather than long and lingering.
4. When a child is sitting on your lap, do not hold them up against your chest or torso. It is best to have them sit sideways on your lap so their buttocks are not making contact with your torso.
5. Strive for age-appropriate touch. For example, young children might sit on your lap during a meal or fireside chat. However it would not be appropriate to let a teenager sit on your lap.
6. Touch should only occur in the presence of other adults, never alone with the camper. You can ask yourself, "Would the camper's parents or my supervisor be okay with this touch?"

What is inappropriate touch? Guidelines for avoiding inappropriate touch:

1. In general, the "bathing suit zone" (any area covered by a camper's bathing suit) is an inappropriate place to touch. On rare occasions, touching within the bathing suit zone is needed, such as when assisting a camper with tightening a zip line harness. Then it should only be done with consent from the camper, and when you explain where and why you are touching. For example, you can say, "The harness strap at your waist needs to be tightened, can I help you with that?"
2. Long or lingering touching is inappropriate, even when it is on the arm or upper back. This includes snuggling, stroking, or petting someone.
3. Of course, any touch that violates the appropriate touch guidelines above would be considered inappropriate.

There are particular events and times at camp that could be challenging for maintaining appropriate touch. Examples include, the swimming pool, campfire, movie night, and dances. At these times or places, it is important to continue use of appropriate touch only, striving to limit touch duration.

Camp staff members and volunteers may find themselves experiencing lingering or excessive contact initiated by a camper. When you notice a camper making extra touch contact with you, gently set limits with that camper. For example, you can suggest high fives instead of long hugs. Or you can explain, "I am feeling overwhelmed and my body needs some space right now." If the camper's attention and touching continues, ask your supervisor or Camp leadership for assistance. You don't have to (and should not) deal with this challenge alone.

### **WARM FUZZY BAGS**

Each staff member and participant will make a "warm fuzzy" bag upon arrival to Camp Mak-A-Dream. These bags hang in the dining room and serve as a personal "mail box". Make sure that each camper has a bag with their name on it so that they can receive notes throughout the week at camp. Written words of affirmation and encouragement are "food for the soul" and are often easier to give than spoken words. It is most effective to "catch" someone doing something particularly well or especially nice and tell them about it specifically on a note in their bag. For example, "I've noticed the way you regularly help Brandy with her wheelchair at meals. Thanks for being there for her! She's lucky to have a good friend like you." Make sure to watch out for those who are having a more difficult time fitting in with the group. Sometimes a warm fuzzy is just what they need!

### **HOMESICKNESS**

Each episode of homesickness is individual and needs unique attention, but each has a common cause. These children are away from home, family and friends, and sometimes for the first time. Our goal is to help each individual child be successful at being separated from home. Having a child call home is *usually* not an effective solution to the homesickness problem. It generally makes the child miss home even more. Typically, the most effective way to combat homesickness is to get the child interested in other things so that their thoughts are taken away from being away from home. Every child has a special interest...find it. It is also important that all children be drawn into the group so that they do not become dependent on one specific staff member. Take turns among your staff group in dealing with this child so that the cabin group as a whole becomes a healthy, happy unit. Prevention, as always, is the best policy. Be aware of campers who have a tendency to hangout alone or are not participating to the fullest. Help those campers to make friends within the group. Remember, one of our goals is to give these campers improved skills to develop the relationships they need in their lives when they return home.

***If a camper is experiencing homesickness, be sure and notify the cabin leader immediately.***

***"If you could only sense how important you are to the lives of those you meet; how important you can be to the people you may never even dream of. There is something of yourself that you leave at every meeting with another person." -Fred Rogers***

## **CABIN CLEAN-UP**

Community living is difficult at best, however, a relatively neat and tidy living environment can help to make the best of a community situation. Each cabin leader will have a system of ensuring that this will happen in their cabin and the program staff is responsible for coming up with a system that works for the entire group in the staff cabin. It is best if everyone, campers and staff, share in the chores. At Kids, Teen and Sibs sessions the campus may be visited by the **White Glove**; the official cabin cleaning inspector of Camp Mak-A-Dream. The award for the cleanest cabin is the **“Golden Plunger”** and for the dirtiest cabin is the **“Dirty Sock”**.

## **PHANTOM WHITE GLOVE**

As part of the daily cabin clean-up during kids and teen sessions, the Phantom White Glove makes daily visits to the camper cabins and staff living quarters to check on overall cleanliness and order. As a result of the findings, the Phantom White Glove writes a poem description what was found and awards the Golden Plunger (to the cleanest cabin/living area) and the Dirty Sock (to the cabin/living area that needs the most improvement). These coveted awards are typically presented at lunch each day by having a member of the program staff read the poem from the PWG aloud to the entire group. The winners of both prizes hang onto them until they are awarded the following day to the new honorees. While we keep it a secret on campus just who the Phantom White Glove is, insiders may say it's the medical team that is the closest contact of the PWG.

## **CABIN FIREPLACES**

If you do not have experience building a fire, please ask for assistance from a staff member that does. No flammable items should be placed on or near the fireplace and the flue should not be closed. Do not make a fire to burn while a cabin is unoccupied. Let the fire burn out and never use water to put a fire out in a fireplace. Food, including s'mores, should not be cooked in cabin fireplaces. Use of fireplaces may be restricted during an active fire season.

## **CAMPER/STAFF CURFEW**

Adequate sleep is essential to the health of the campers and is especially important to people in the midst of cancer treatment. The Camp schedule keeps everyone busy and at a demanding pace. Some of the campers may get sick and miss activities if they do not get adequate rest. Curfew is generally around 10 pm for campers. Time off for counselors cannot begin until the campers are settled for the night. ***There must always be supervision within the cabin.*** A rotating schedule will be set by the cabin leader. Campus will close at 12:00 midnight when all staff and volunteers are expected to be in their designated sleeping areas.

## **SQUIRRELLY DANCE**

The Squirrely Dance is required to be performed by campers (at Teens, Kids and Sibs sessions) and staff for minor infractions, i.e. not wearing a name tag, walking on the grass or running.

## **TIME OFF**

It is important to us that you take care of yourself while at camp. We will do our best to give each staff person two hours off each day. Time off for weekly cabin counselors is coordinated by the cabin leaders. Camp leadership will make sure that the cabin leaders and program staff are getting some time off each day. Dream team will coordinate time off with the chef.

## **FOB**

“Flat on Back” time is a rest time offered some days during camps serving minors. It is a time for campers and staff to rest without worrying about what they are missing. FOB time will be restricted to specific areas on campus, usually the cabin. Another designated area (rec room) may be opened if necessary to help campers rest in the cabins.

## **BREAKFAST SKITS**

Campers at some of our camps are encouraged to “sing for their breakfast”. During (Kids, Sibs and sometimes Teen Camps) campers (and staff) will showcase their talents before breakfast and compete for the prize of eating breakfast first! The judges for the competition are our chef and the Dream team.

## **SWEEP**

At the end of each day, program staff will “sweep” campus to ensure that everyone is back in their appropriate sleeping areas and that campus is shut down for the evening. For camps with minor campers, program staff will usually check in with cabin leaders following night meds to ensure that campers are in for the night. At 11:45 (or before) a staff person will go around campus and make sure that staff is back in the cabins by the midnight curfew. During young adult conferences, sweep will begin at 11:45 as campers have the same curfew as staff.

## **THEME ACTIVITIES**

Each season a theme is set that is conveyed to campers and staff ahead of time, so they can bring a costume or prop (if they so choose) to participate in our all-group theme activity. It might be that the theme is celebrated during the dance – or it might be an evening activity on its own, but the theme is carried out through the use of décor, music, activities and costumes all related to the theme. Like other activities at Camp, ‘theme’ is also a challenge by choice activity and everyone is welcome to ‘come as they are’ and participate at the level of their choosing. If campers, staff or volunteers wish to, they may borrow costume items or props from a selection provided from the camp’s program rooms.

## **CLOSING/ART SHOW/TALENT SHOW/CAMPER AWARDS**

The last day of each session is a busy day when we take time to celebrate the individual campers. We begin in the late afternoon by coming together as a group for Closing; a group activity where we talk about highlights and meaningful moments from the week. One of our

traditions for our last evening is to showcase all of the art work created by the campers at the art show! It is set up by the art specialist in the dining room before dinner on the last day. In addition to seeing the pieces the campers have been working on all week, we have the opportunity to watch them perform on stage during the Talent Show! All acts are screened and prepared by the program staff. Staff and volunteers are only able to participate in the talent show if they are asked by a camper. Finally, the cabin staff will hand out individual awards to each camper that reflect one of their special qualities during the evening activities on the last day.

### **BANQUET DINNER/SLIDE SHOW**

This is the night for campers and staff to dress up and be served a meal by some of the summer staff. It happens on the last day on campus with the art and talent shows. The slide show is the last event on the final day of camp. It shows highlights of our week together. A link to photos of the slide show is provided to campers and staff.

### **CELEBRATION OF LIFE**

During some camps (Young Adult and Teen sessions) we will make time to remember the campers and loved ones who have passed away. This is a time to share memories or simply sit and reflect. All campers and staff are welcome to attend but no one is required to do so. Access to support through either an on site or on call social worker is available should anyone request or need it. Campers that have passed away are remembered in our annual newsletter and on a tile in the Granadar Memorial Gardens at our facility. Camp may reach out directly to the family upon learning of a camper/staff's passing but does not communicate this information with the Camp community in order to respect the privacy of families.

### **ART BOXES**

Art supplies can be made available in each cabin to decorate, make cards, friendship bracelets and entertain campers during bad weather or down time in the cabin. See the art specialist to help you gather and restock materials.

### **WAGONS**

Wagons are available to transport luggage or supplies around campus. ***These are not for transporting people.***

### **KITCHEN**

The kitchen is off limits at all times, except to previously authorized staff. If you require anything in the kitchen, speak with a supervisor. Snacks are available in the cabins. Health and safety regulations do not permit personal food to be stored in kitchen refrigerators. Please see the chef to make arrangements if you or a camper needs to keep refrigerated items in the Lodge where we have our meals.

## **GOLF CARTS**

Golf carts are only to be used when participants are moving in and out of campus, to carry large loads to distant campus activities and to assist with participant transportation (those that are injured or need additional assistance). Staff authorized to use golf carts includes-foundation, facilities and housekeeping personnel, and full summer staff. Others must be authorized by the Facilities Director. Carts should not be driven faster than someone can walk, should only carry the number of passengers it has designated seating for and should stay on sidewalks when driving through the main campus (always avoid cutting corners as it can damage sprinkler system). Failure to adhere to safety and maintenance procedures outlined by the Facilities Director may result in losing the privilege to use them.

## **MAINTENANCE**

If you notice a facility need such as light bulbs out or toilet paper, please notify a supervisor.

## **MAIL**

Outgoing mail may be deposited in the main office at the front desk (in the mailbox). Postage is available in the camp store. Mailing Address: Camp Mak-A-Dream, 727 Camp Mak-A-Dream Road, Gold Creek, MT 59733. Mail sent to Camp may take an additional day or two for delivery. Also, please make sure that items are clearly labeled with Camp Mak-A-Dream and your name.

## **LEAVING CAMPUS**

All staff leaving campus must sign out in the office and provide an estimated return time in the log book at the front desk. Please sign back in upon arrival. If you are going on foot, please walk or run towards town off the camp road (right at the bottom of the hill). The road to the ranch (left at the bottom of the hill) is private property and is off limits. ***If you leave, please be sure that you have checked in with your supervisor.***

## **CAMP VEHICLES**

**Only authorized, insured staff** may drive camp vehicles. Full summer staff using camp vehicles must have completed training and have demonstrated competence in driving our vehicles. Camp vehicles must be signed out (and back in) in the vehicle log book at the front desk of the office. When not in use, keys must remain at the front desk. They should be returned when checking back in along with any gas receipts and credit card. Staff members under the age of 21 are not permitted to transport campers but may be authorized by Camp leadership to drive Camp vehicles for Camp activities.

### **Driving Camp Vehicles (Rental or borrowed vehicles should only be driven by foundation staff)**

- **Follow posted speed limit signs and all state driving laws**
- Driver must pass Camp driver training
- Everyone must be seat belted-limits number of passengers you can take

- Return keys to office when done
- Clean vehicle of trash, items, debris
- Must be 21 in order to drive participants
- Check gas before departure; check in at office if gas is needed for trip (If gas tank is less than ½ it should be filled before returning to Camp if possible)
- No cell phone use is permitted while driving; have a passenger answer for you
- Report any vehicle issues to the Facilities Director

### **15 Passenger Van**

- Drive no faster than 65MPH
- Must be 25 years or older to drive this vehicle

### **Accident Procedure**

- Stay calm
- Check to see that passengers are unharmed; if needed, move passengers to a safe spot out of traffic
- Call 911 and report accident
- Stay with vehicle and wait for emergency services to arrive
- Gather registration and insurance info and exchange with other drivers involved
- Call Camp office and report accident
- Fill out the auto accident form in glove box and return to Camp office
- Take photos of accident (with cell phone)

### **LAUNDRY**

Full summer staff can make arrangements to do laundry in the health center. Week long volunteers are asked to hold their laundry for the week if possible; please speak with Camp leadership to make other arrangements. If you have an emergency wash or a camper article that needs to be cleaned, place the item(s) in a plastic bag and notify the cabin leader.

### **CABIN PHONES**

If the phone in your cabin is ringing, pick it up, it means someone is trying to reach someone in your cabin. Cabin phones are unable to call outside of campus. There is a list of on campus extensions and dialing instructions posted on each phone. Please take a moment to familiarize yourself with the phone system.

### **CAMPER PHONE COMMUNICATION (Kids, Teen & Sibs sessions)**

Minor campers call home on arrival day from the office so that family members know they have arrived. Other than that phone calls are limited for this population. If there is a special day (e.g. mom's birthday), arrangements for a call home can be made. Please speak to the cabin leader if you are made aware of extenuating circumstances. Phone messages for campers will be taken during the day and forwarded in an appropriate time frame.

## **PERSONAL ITEMS**

Camp Mak-A-Dream is not responsible for any lost or stolen items; we strongly recommend that all personal items of value should be left at home, any brought to Camp must be checked in at the office.

## **CAMP STORE**

Various items are for sale in our camp store (pop/soda, candy, postcards, stamps, apparel etc.). Accounts are set up for campers at Kids, Teen and Sibs sessions. Staff may set up an account and pay at the end of the session if they choose. The amount of pop/soda and candy purchased each day by campers may be limited depending upon the session. Staff supervision is appreciated (and may be requested) during store hours.

## **LOST AND FOUND**

A lost and found box should be designated in each of the cabins. For items found or lost outside of the cabins, an area will be designated in the Upper Lodge. Residential staff should help campers keep track of their belongings and assist them in packing at the end of the week.

## **AMBASSADORS FOR CAMP**

Please remember that when wearing staff shirts, you represent Camp Mak-A-Dream (even after you leave), and your behavior should exhibit as such.

## **CONFIDENTIAL INFORMATION**

We require staff to keep private any confidential information that you may be exposed to regarding participants and staff. ***Sensitive and confidential information must not be shared outside of Camp.***

## **MONEY AND CELL PHONES (Kids, Teen and Sibs sessions)**

Money and cell phones are checked in at the office by all campers at these sessions upon arrival to Camp. We will also set up an account in the store for each camper with the money they have checked in. Unused money and cell phones will be returned to campers at the end of the last day of Camp. Cell phone use is prohibited by campers at these sessions, even those that are 18, per the Camp Community Agreement. This can be disruptive for many teens and for this reason, **we require that staff be discreet when using cell phones for non-Camp related activities and refrain from using a cell phone for personal use outside of break times.** Cell phones are used among Camp staff for Camp related business. When answering a phone call from or making calls to other staff members, it is helpful to use the staff member's name to let the people around you know that the call is about Camp business.

## **LAST DAY**

Full summer staff members are required to stay until last day assignments are complete. Campus is closed between sessions to all campers, volunteers and guests. Full summer staff

may stay on campus during the breaks but all Camp rules apply and certain areas may be restricted from staff use.

### **VISITORS, GUESTS & PRESENTERS/SECURITY**

We have a closed campus and unauthorized visitors are not allowed on campgrounds at any time. We will, however, have people joining us on campus each day, some are camp staff visiting from the foundation office, and others are there to offer a workshop or may have made arrangements for a guided tour. We do our best to communicate who will be visiting and when, often through the schedule, however, if you see a strange face on campus, please introduce yourself and ask how you can help. If they are an unauthorized visitor (this is anyone not scheduled to be on campus, including parents, friends and relatives of campers and staff) politely escort them to the office and we will take care of the situation from there.

These individuals will be asked to sign-in on our guest log and given a 'visitor' badge to wear.

### **INCIDENT REPORTS**

Our goal each week is to avoid any situation that would require an incident report to be filled out. When a situation does occur, incident/accident reports must be filled out by witnesses immediately following the event. Incident reports must be filled out after any event causing physical or emotional harm to a community member. If you have a question about whether or not a report should be submitted, speak to a supervisor immediately and remember...***when in doubt, fill it out!*** A member of Camp leadership should be notified immediately following the completion of a report. In addition, incidents are to be reported verbally by chain of command as soon as possible. Appendix D shows an example of how to fill out an incident report.

In the event an incident occurs outside of Camp, the incident is to be reported to the Camp leadership member designated to be in charge of the trip. They will then decide how to best handle the situation, including contacting a parent/guardian, Camp foundation staff and local emergency, law enforcement or health services. The decision to talk to any media is to be determined only by the Executive Director in association with the Board of Directors.

### **RELEASE OF CAMPERS**

Prior arrangements are made with parent/guardian for the release of each camper on the final day of the session. All campers must be signed out in the office prior to leaving campus. **If someone other than the person designated to pick the child up attempts to release the child, Camp leadership must be notified immediately. Campers will not be released without authorization from a legal guardian.**

In the event that an expected camper does not arrive as expected on the beginning day of each session, Camp leadership will begin contacting the family until reason for absence has been determined.

## **INTERNET ACCESS AT CAMP**

We ask weekly volunteers to avoid the need for Internet access as much as possible during their stay. **Limited** open wireless Internet access is available at Camp. We also have a limited number of computers that are available for staff use. Please talk to a supervisor in the event that you need to schedule a time to use a computer during the week and if more than occasional use is needed, please contact us prior to your arrival. We discourage staff from bringing personal computers or other electronic devices with Internet access to Camp. If you choose to bring your computer or electronic device to Camp it may be stored and locked in the health center, however, access may be limited. ***Posting photos of minors on the Internet during or after Camp is prohibited.***

## **INTERNET USE AND COMMUNICATION AFTER CAMP**

Given the new technologies and the ease with which people can communicate online, it has become clear that many campers are having regular dialogues with staff outside of Camp. Keep in mind that much of this contact and communication may go on without the knowledge or oversight of parents. Many parents think that once a staff member works at Camp, that Camp is somehow responsible for their off-season or out-of-Camp behavior with campers. For these reasons, ***we require that all summer staff and volunteers not initiate contact with minors through any social networking site.*** A request from a camper may be accepted, however, keep in mind that it is Camp policy for foundation staff to not actively communicate with minors on social networking sites.

Camp Mak-A-Dream does not distribute contact information among participants at Kids, Teen and Sibling camps. Camp receives parental consent to share contact information at Teen HUC sessions for camper and mentor use. We view email and social networking sites as positive ways for you to keep in touch with the new people you meet and to share your experiences at Camp with friends and family. Camp is meant to be a fun, safe place for all and we need your help in maintaining positive communication even after the session is over. For these reasons we ask you to do the following with regard to photos and comments you might share on social networking sites:

1. Keep what you say positive and respectful
2. Do not use obscenities, vulgar or sexual language
3. Do not say mean, false or threatening things to or about campers and/or staff
4. Refrain from posting pictures of young adult campers and staff without consent on line to respect the privacy of others
5. Posting photos of minors on social networking sites is prohibited
6. We require that volunteers and staff not initiate contact with minor campers

**Failure to adhere to these policies may result in exclusion from Camp programs in the future.**

## MEDICAL AND PSYCHOSOCIAL INFORMATION

Unless you are hired as one of our medical staff, you are not expected to know anything about cancer or medicine. Our goal is to provide a safe, supportive environment for the participants. The medical staff has the same goal; they just fill a different role at Camp. It is our job to provide summer staff and volunteers with information that will help us reach this goal. On arrival day, we will share information about the participants on a need to know basis. This may include medical information but may also include information about the general population, a camper's sleeping habits, likes and dislikes strengths and fears and other psychosocial considerations. If it is a returning camper, we may share that they can be a little shy at first or that they enjoy spending time in the art studio. We will include information about campers that are at medical risk or have psychosocial challenges.

It is everyone's job to be observant and to share any significant physical changes (new bruises, exhaustion, weakness, lack of appetite etc.) or emotional changes (isolating, excessive anger, excessive fear, excessive tearfulness, consistent low mood, etc.) in a camper with the medical staff or Camp leadership. Most of these indicators may turn out to be no big deal but it is important to allow the medical staff and Camp leadership to evaluate each particular case for themselves. See additional information about a camper's possible suicidal ideation on pages 42-43 and Appendix A.

Some participants will have specific disabilities related to their cancer or treatment. A person with a brain tumor may have problems with cognition, balance, vision, or speech. An individual with a bone tumor may have fragile bones that require special attention. Campers may need assistance going from one area of campus to another, perhaps by wheelchair or by having someone walk with them more slowly than the rest of the group. Once again, we will attempt to communicate the specific needs and issues with staff as necessary, but much of what we learn about many of our campers happens on arrival day when we meet them face to face. Please do not hesitate to contact the medical staff or Camp leadership with any questions. ***All personal information, including medical or psychological, is to remain confidential and must not be shared outside of the Camp setting.***

Even though this is a medically supervised camp, it is a place for everyone to challenge themselves physically. Many of our activities may call for medical attention not related to cancer, i.e. scrapes, splinters, bumps and bruises. ***All injuries, no matter how small, should be reported to the medical staff.*** It is our goal to create a safe environment for everyone on our campus. It is, therefore, required that staff follow all safety guidelines in all activity areas in order to set an example for our campers.

## **MEDICATIONS**

Medications of any kind (even vitamins, birth control and Tylenol) are **NOT** to be kept in the cabins they will be checked in at the health center. Narcotics for all sessions must be checked in with the medical team. Staff staying in the staff cabin may keep their medications in that building. Medications are distributed to campers and counselors primarily at meals and after evening activities, to avoid interrupting camper activities. Exceptions such as medications for allergic reactions, asthma and sleep medications will be communicated on a case by case basis.

## **HEALTH CENTER HOURS**

The medical staff is available 24 hours a day. The extension numbers are posted on all phones. During the day if you are unable to reach medical staff, call the nurse's station/office and they will contact them immediately. For medical emergencies after hours, call the on-call doctor/nurse.

## **UNIVERSAL PRECAUTIONS**

In today's society, it is important to maintain universal precautions, a method of infection control where all blood and most bodily fluids are treated as though they are infectious. Essentially, since it is difficult to differentiate which fluids may or may not be infectious, all bodily fluids are treated as if they are. Therefore, gloves are to be worn at all times when contact with blood or other bodily fluids may occur. Cabin staff will carry gloves as well as bandages at all times in their fanny packs. Gloves are to be discarded after each use and any waste contaminated with excessive fluid should be discarded in a red medical waste bag (under the kitchen sink in cabins and in the health center). Red bags should be brought to the health center for disposal and replacement.

## **OTHER INFECTION CONTROL**

The easiest way to help avoid the spread of disease is by frequent hand washing. This is especially important when dealing with a population at risk for infectious disease. Hands should, therefore, be washed before and after handling any medication, before and after performing any first aid, after any contact with bodily fluids, after performing personal hygiene, before and after serving food or assisting with feeding, and before and after eating.

## **FIRST AID**

First Aid Boxes are located in all major buildings. Medical staff must administer any medication in these boxes. Minor first aid may be performed while medical staff is being contacted, but please let medical staff know what actions you have taken.

## **ADDITIONAL MEDICAL INFORMATION**

### **BLOOD WORK/IV ANTIBIOTICS**

Participants requiring blood tests or IV antibiotics will be notified as to when they should report to the health center. We will try to arrange these around the participant's activity schedule.

### **SHARP CONTAINERS**

Sharp containers are available in the health center for disposal of syringes.

### **SLEEPING IN THE HEALTH CENTER**

The medical staff will encourage participants to stay involved with activities as much as possible and will decide whether or not staying in the health center is necessary and the best choice for a participant. Please do not offer the health center as an option, as it may not be appropriate.

### **RED BAGS**

Red bags (for medical waste disposal) are located under the sink in each cabin. They should be brought to the health center daily if disposal is required. Medical staff will advise on red bag use.

### **BED WETTING**

In the case of bed-wetting, soiled linens and clothes, items are to be placed in a plastic/garbage bag. The cabin leader should be notified and will make the necessary arrangements.

### **FANNY PACKS**

Fanny packs are worn by all cabin staff and volunteers and will include sunscreen, hand sanitizer, gloves, gauze, CPR mask, band aids, antiseptic/alcohol wipes. Replacement items are available in the health center. Fanny packs should be turned in at the end of the week.

### **SUNSCREEN**

Sunscreen should be applied every 90 minutes. Please remind participants to apply sunscreen often and make sure to set an example by applying it on yourself. Sunscreen is available in cabins, program areas, health center and in your fanny pack.

### **HYDRATION**

All staff and campers receive a water bottle upon arrival and should fill it regularly and carry it with them throughout the week. Water is also available at all outdoor activities. Campers on treatment and certain medications are prone to dehydration and it is essential that all campers stay well hydrated throughout the day.

## **INSECT REPELLENT**

Insect repellent is available to campers, volunteers and staff at various outdoor activities as needed.

***The best way to get campers to follow these rules is to lead by example and do this yourself.***

## **CANCER**

***You are not required to know any of the following; it is for your information only.***

Cancer, in simple terms, is the uncontrolled division of a cell. All cells in the body divide at a set rate. Some cells, such as nerve cells, divide very slowly. Others, such as hair and cells lining the GI track divide quickly. Actually, the time it takes a cell to divide is constant: all cells duplicate in the same period of time. The difference lies in the amount of time a cell rests between divisions; a nerve cell rests much longer than a hair cell between cycles. When a cell loses control of this rest time, and divides continuously, it becomes cancerous. Usually this is because of a genetic abnormality of that cancer cell, but why and when it occurs is not clear. Also, it is important to know that most childhood cancers are not inherited -- the genetic abnormality occurs at some time after birth.

There are two broad categories of cancer. First, there are solid tumors -- those you can actually see on a radiological study. These include brain tumors, bone tumors, and muscle tumors, to name a few. There are also cancers that are not solid -- you cannot see them on any scan. Leukemia is cancer of the cells that form the blood.

There are three conventional ways to treat cancer: surgery, radiation and chemotherapy. Surgery is a good approach for many solid tumors. It makes sense: you can see it, so cut it out. There are a few problems with this approach. Many times, the cancer is in an area that would produce damage if it were removed. Examples include parts of the brain and the heart. Often the cancer has spread to too many parts of the body before surgery is performed, so the surgery would not cure the cancer. Also, even if the spread is not visible, tiny pieces of the tumor may be starting to spread via the blood stream, so that if surgery were done, it would appear to remove the cancer completely, but there are pieces in the blood stream that will eventually form tumor in other parts of the body. Finally, some cancers can spread by being moved during a surgical procedure. Fortunately, the biology of many cancers is now known, so experienced oncologists and surgeons know which cancers are safe to remove surgically and which are not.

Radiation works by damaging oxygen molecules within cells, which then kills the cancer cell. Unfortunately, it can also kill each cell in its way, such as skin, bone, or GI track cells. One method of radiation therapy is to direct several different beams at different angles

that intersect at the tumor, so the tumor gets a large dose of radiation, and the surrounding cells less.

Chemotherapy is useful because of the theory stated above. Cancer is the uncontrolled growth of cells. There are many different chemotherapeutic agents, but all act by inhibiting cell division. If the cell can't divide, it will eventually die. The unfortunate aspect of chemotherapy, however, is that it is nonspecific; it kills all rapidly dividing cells. This includes hair cells (why cancer patients go bald), GI cells (why cancer patients get mouth and butt sores), and blood cells. There are three types of blood cells. Red blood cells carry oxygen and give you energy. When chemotherapy makes red blood cell counts low, red blood cell transfusion increases energy level. Platelets are the clotting blood cells. When platelet counts are low because of chemotherapy, patients bruise easily and can develop bad nosebleeds or even bleed into their brains. Platelet transfusions solve these side effects of chemotherapy. White blood cells fight off infection. They also are very specific for individuals (immunologically) and divide extremely rapidly so they are not routinely transfused. Therefore, one of the biggest risks to patients undergoing chemotherapy is infection. When a cancer patient has a low white blood cell count and develops a fever, they are treated as if they have a serious infection and placed on IV antibiotics, because they are at a high risk of developing such an infection. Similarly, a small cut or scrape, which healthy bodies can take care of, can lead to an overwhelming infection in a child with a low white blood cell count.

## **PROGRAM**

We host a diverse group at Camp with a broad age range, different interests and a wide spectrum of physical capabilities. It is our challenge to meet this diversity and find a way to include everyone in Camp activities. Summer activities may include horseback riding, high ropes course, swimming, fishing, archery, art and crafts, and many other special events. The program team creates and implements these events according to the Camp schedule. The specialty skills of the staff vary each season and may include: photography, aquatics, camping, art, climbing, drama, music, sports and rec, and others. With the support of the residential staff it is our goal to create a safe and fun environment for our campers. Staff is expected to find a balance between participating in activities and supporting campers as they participate.

Working with a group with a broad age range can be rewarding and sometimes challenging. A 6 year old is not only going to have different interests than a 12 year old, but the attention spans in different age groups will vary as well. This is why we sometimes offer activities by cabin or age group. This practice allows us to tailor the activity to the gender and/or age of the group and provides the opportunity for the cabin to bond, which can be a highlight of Camp life. Cabin rotations may also be necessary when doing an activity that requires a lot of instruction or supervision, for example horses or a complicated art project. In addition to designated cabin rotations, we also provide an opportunity for campers to choose the activity

that they would like to attend, i.e. “Free Choice”. This may require campers to sign up for a specific activity if space is limited. If there are enough campers that are interested and were unable to sign up for a session, we will do our best to accommodate the demand. If this is not possible, the cabin staff can help sway small disappointments by encouraging the camper to become enthused about other choices.

During “Free Choice” periods, it is the responsibility of cabin staff to find which activities their campers are attending and to have appropriate representation in each of these areas. It is not necessary for counselors to be at each choice activity with their assigned campers, but it is their responsibility to know what activities their campers are attending. Cabin staff assistance in program areas will be assigned by cabin leaders to ensure proper camper/staff ratios. During young adult conferences all sessions are optional. During teen camp you will find more “Free Choice” opportunities. During kids camp you will find mostly cabin rotations with some “Free Choice”. During camps with a wide age range, we will often structure the activities by age during cabin rotations and offer some “Free Choice”.

Throughout the week there are a number of activities in which everyone will participate together. Group activities help to create the community that develops during Camp. These events may include off campus excursions as well as the camp-out, carnival, pool party, and the dance, to name just a few.

## **INCLUSION**

Because of the medical diversity of our campers we make it our goal to offer as many exciting program options to the less active kids as we do to those who are more active. We may tailor group activities to the abilities of the sickest camper so that there is a sense of inclusion, rather than exclusion, for everyone. For those that have a tendency to fall-out of the group, we may assign a staff person to help engage these campers on a more personal level, giving them more one on one attention, so that they may be brought back into the group and share in the overall Camp experience.

## **DIVERSITY & GENDER INCLUSION**

One of the incredible parts of Camp is the opportunity for campers to meet new friends from across the country. While Camp is for individuals and families that have been touched by cancer, there are also a lot of diverse people coming to Camp. Campers may vary in their backgrounds, interests, experiences, and identities. Therefore, it is important to help everyone feel welcome and included in all Camp experiences. Some of the areas where campers may differ could include: socio-economic background, age, race or ethnicity, sexual orientation, cultural background, gender or gender identity, religion or faith, and even trauma history.

Our goal is to bring everyone together and make them feel as comfortable as possible. While this may be the trickiest part of Camp, it can also be the most powerful and impactful. Usually,

the differences become less noticeable and the challenges of diversity are not that disruptive. It is your role to support all campers equally and respectfully. Also, it is your role to smooth over differences and help campers connect with each other.

### **CHALLENGE BY CHOICE**

It is not our job to push campers into participating in an activity that we think will be good for them. It is our job to offer safe, inclusive, challenging and fun activities in which campers may choose to participate. It is also our job to give clear instructions, encouragement and guidance to campers so that they can make the decision for themselves as to whether or not they participate in a particular activity. Remember that young people, especially those dealing with serious illness, rarely have the opportunity to make decisions on their own.

***Sometimes the strongest choice someone can make is choosing to say “no”.***

### **PROGRAM SPECIFICS**

**ACTIVITIES to be modified as needed to accommodate the ability level of all campers.**

#### **SPORTS AND REC**

- Closed toed shoes are required for all sports and rec activities
- Instructions for specific games will be given on site
- All areas requiring facilitation (high ropes, zip line, climbing wall, archery, horses etc.) are **off limits** during non-scheduled program time
- Other areas may be open at the discretion of the leadership and/or program team
- Safety and inclusion are our main priorities

#### **HORSES**

- Horses must be led by a designated horse facilitator
- Campers and staff must wear helmets, long pants and closed toe shoes
- Staff may ride if campers have had ample opportunity
- No running or galloping allowed
- Additional rules and restrictions may apply at the discretion of the horse facilitator

#### **CAMPFIRE**

- Only full summer staff (or a designated leader by staff) may tend to the fire
- No sticking sticks into fire or throwing things on the fire
- No rough housing around the fire
- Use caution when making s'mores
- Fires must be properly extinguished by full summer staff upon conclusion of activity

## **ART STUDIO**

- The supplies in the art studio are primarily for the participants
- Staff may participate in art activities and utilize supplies at the discretion of the art specialist
- Everyone is responsible for keeping the art studio clean and organized; items should be returned and stored properly once a project is completed
- Please be mindful “after hours” that our art supplies are limited and can be expensive to replace
- If you work on a project “after hours” please clean up after yourself

## **PROGRAM AREAS**

- It is the responsibility of the program staff to maintain safe and orderly program areas, to complete daily and weekly ground and equipment inspections (and record such inspections) as needed and to report any concerns to a supervisor immediately
- Areas must be cleaned, organized, re-stocked and prepped at the end of each session

## **WATERFRONT**

- The pool area is open only when a lifeguard is present (does not include hot tub); the lifeguard must be present before campers enter the water. Hot tub is only available to people over the age of 18 (not open during teen sessions for participants).
- No diving or running in the pool area is allowed
- Swimming and playing in the water are allowed on in the designated area and during designated times
- Life jackets are available for non-swimmers
- A lifeguard, medical staff and counselors must be present while campers are fishing

## **RESOURCE ROOM**

- The resource room is open only during designated times when staff is present or upon approval of staff
- Participants must follow all rules and policies with regard to equipment use both in and out of the resource room; Food and drink is not allowed in the resource room
- Equipment may only be taken from the resource room with permission from the resource room specialist or supervising director

## **CAMPOUT POLICY**

- Stay within the designated “Camp Out” area
- Don’t play on the wood pile or the sitting logs
- The air/bull horn will be used in case of emergency; when blown, everyone must immediately return to the main camp out area or follow instructions as given

- A member of the medical staff will “sleep out” in a designated area
- Medical staff will also be represented in the health center
- Report all injuries and/or illness to medical staff immediately
- All campfire rules apply
- Sleeping out is optional for campers
- All campers not sleeping out must return to cabin with staff at designated time and may not return to camp out
- Appropriate number of cabin staff must be represented in cabin and at camp out.
- All campers sleeping out must sleep in designated sleeping areas
- A minimum of two staff must sleep inside or directly outside (by door) each tent with campers
- Staff must accompany campers to or closely watch campers going to and from the “port o potty” after hours. Staff must make sure that campers return
- Staff must accompany campers to medical staff during after hours
- No coed sleeping inside tents – designated gender for each tent
- All staff are expected to sleep within the main camping area
- **Sleeping areas must be established before moving into activities**

## **HIGH ROPES COURSE**

*Everyone participating in the high ropes course must agree to the following:*

- Closed toed shoes must be worn
- Long pants are required (pants made from slick material are not allowed as it may cause the harness to slip)
- Long hair must be pulled back
- No candy or gum is allowed while on the course
- Helmets must be worn by everyone on the course, and in the wood chip area
- A waiver must be signed by everyone going up on the course
- All participants must be able to follow instructions given by course leaders
- Staff may participate if time allows and all campers have been given the opportunity to participate

## **CLIMBING WALL AND ZIP LINE**

- Closed toed shoes must be worn
- Long pants are suggested (pants or shorts made from slick material may not be allowed as it may cause the harness to slip)
- Long hair must be pulled back
- No candy or gum is allowed while on the course
- Helmets must be worn by everyone on the course
- All participants must be able to follow instructions given by course leaders

- Staff may participate if time allows and all campers have been given the opportunity to participate

**For activities involving the use of body harnesses, see APPROPRIATE TOUCH, pages 15-17.**

## **OFF CAMPUS DAYS**

During off campus excursions, supervision of the campers is particularly important, as we will be in a less isolated environment and will be interacting with the public. The following guidelines apply during off campus visits for Kids, Teen or Siblings sessions.

- Wear your Camp shirts; this allows campers to find you and for you to easily find them.
- Travel in groups; establish groups (groups should maintain appropriate ratios between staff and campers) before leaving campus so that staff knows who to watch.
- Walk at the pace of the slowest person or have additional staff to cover those needing more time.
- Do frequent head counts; before and after moving from one area to another.
- Make sure that appropriate accommodations (i.e. wheelchairs, medications, additional staffing etc.) are made for campers needing special assistance before leaving campus
- Make sure that an adult in each group knows how to reach a supervisor or medical personnel in the case of an emergency (cell phone, location etc.).
- Keep belongings with the group if there is not a designated area (i.e. bus).
- Make sure that campers know what to expect and what the rules are in general, include expectations for special circumstances, theatre etiquette, spending money etc. Remind campers that Camp policies on behavior (polite and appropriate) carry over in off campus trips.
- Do not invite others to join the group without authorization from Camp leadership (friend, partner etc.).
- Report uninvited guests or suspicious activity immediately.
- Explain the plan to everyone (campers and volunteers) to address potential emergencies or situations such as illness, being approached by strangers, bathroom locations, getting lost. If a camper gets lost or separated from the group they should be aware of common meeting areas (designated spot for campers and volunteers to rest, gather, and store belongings) or a site's information area where authorized personnel can help them locate the group. Instruct campers to notify staff when they leave the group to use the restroom and to let them know when they have returned.
- Define and communicate the area in which campers are to stay.
- We ask that staff refrains from purchasing special items for campers. This can lead to feeling of favoritism and has caused problems in the past. Staff should also use discretion in purchasing items for themselves. Food and admission is always provided and campers are usually not allowed to bring money with them off campus. Imagine

how it would look if the campers are having sandwiches and popsicles for lunch and a staff person walks by with pizza and a hot fudge sundae...

- We ask that staff be sensitive to the people in the communities that we visit during Camp and set a good example for campers.
- Camp policies apply to all staff and volunteers during all off campus visits.

## **OFF CAMPUS WITH YOUNG ADULTS**

When going off campus with young adults, we allow them the freedom to roam on their own. Participants will be given the option of traveling with staff and we encourage staff to mix with participants whenever possible. We have designated areas and times to meet and send campers with contact information so that they can reach Camp and medical staff at any time. We ask participants to wear Camp shirts but it is not required during young adult sessions. Staff must wear Camp shirts so that they are easily recognized by participants. We also ask young adult participants to adhere to the rules outlined in the Camp Community Agreement.

***Staff is required to follow all Camp policies during off campus visits.***

## **MEDICAL STAFF PRESENCE**

A representative of the medical staff will accompany groups for fishing trips, off campus trips (in vehicles transporting campers during such trips) and on campus during general activities.

## **GENERAL POLICIES AND PROCEDURES**

### **THE 8 NON-NEGOTIABLES**

- Verbal, or physical or sexual harassment and/or abuse will not be tolerated.
- The welfare of the campers is our primary job responsibility. We must provide a fun, safe, and enriching environment for all of the participants.
- Drug or alcohol use is not permitted on Camp grounds or surrounding areas; use will lead to immediate dismissal.
- Tobacco use is prohibited at all times; this includes e-cigarettes, chewing tobacco and vaporizers.
- Camp Mak-A-Dream does not tolerate discrimination based on sex, class, age, ethnicity, gender identity, sexual orientation, or religion-any oppressive language or actions may lead to dismissal.
- Appropriate dress is required. Staff is expected to look clean, neat, and modest.
- Staff must report to their immediate supervisor upon observation of another staff member breaking one of these policies.
- Staff is expected to abide by Camp policy with a positive attitude. Failure to do so could lead to dismissal.

## **CAMP COMMUNITY AGREEMENT**

Camp Mak-A-Dream is a close-knit community. Our goal is to provide a safe environment for all members of the community we ask that everyone attending Camp agrees to the policies outlined in a Camp Community Agreement. This can be a useful tool in handling minor behavioral issues and can often diffuse a situation before it gets worse. Camp Community Agreements are included in camper and staff confirmation packets. All campers and staff agree to the following. Additional items are added to address specific groups (cell phone use, sexual conduct etc.)

- I will take into consideration the rights and feelings of others and respond to them in an open and caring manner.
- I will not lie, cheat or steal, or tolerate such behavior from others.
- I will not take unnecessary risks or encourage others to do so.
- I will respect the Camp Mak-A-Dream participants, staff, rules and facility.
- I will use the following guidelines with regard to camp when using email and social networking sites:
  1. Keep what is said positive and respectful.
  2. Not use obscenities or vulgar language.
  3. Not say mean, false or threatening things to or about campers and/or staff.
  4. Camp discourages staff and participants from posting pictures on line in order to respect the privacy of others; sharing photos of minors is prohibited.
- I will only engage in Camp activities I consider will not put my physical or emotional health at risk and I understand that personal responsibility is key to safety. I hereby hold harmless and release Camp Mak-A-Dream, its employees and its contractors from any and all liability with relationship to my participation in the program.

## **EMERGENCY PROCEDURES**

### **EMERGENCY ASSEMBLY**

In the event that the entire Camp needs to be called together quickly, an emergency assembly will be called either by:

- a. Telephone: You will hear “There is a town meeting” announced 3 times over the “All Call”
- b. Air Horn: Upon hearing an air horn report to main campus and follow instructions.

Who goes where:

- Campers, counselors and cabin leaders will report to their designated cabins
- Medical staff will report to the health center
- Camp leadership will report to the camp office
- All other staff and volunteers will report to their designated sleeping areas.

Once at the meeting area, a head count should be taken. Any missing people should be reported immediately to the Camp office (by phone or runner) then wait for further instruction.

Camp leadership will be responsible for the approval of enacting this procedure and it will be conducted from the camp office.

### **CAMPER/STAFF ACCIDENT OR INJURY**

1. Remain calm.
2. The injured person should be attended to by an adult and must be taken to the health center if possible.
3. If there is any question as to whether or not the injured person should be moved, do not move them.
4. Designate someone (preferably an adult staff member) to phone or retrieve medical staff while an adult remains with the injured person.
5. Designate someone (preferably an adult staff member) to move campers and/or bystanders to another area.
6. Upon arrival, medical staff will assume responsibility of the injured person.
7. An accident/incident report (available at the office) must be filled out by someone witnessing the accident, no matter how small the accident appears to have been.
8. As always, Camp leadership should be notified as soon as possible.

### **MISSING PERSON**

We hope never to have to use this procedure. Every cabin leader and counselor should know the whereabouts of the participants in their cabin at all times.

If someone becomes lost:

1. Remain calm.
2. Determine where the participant was last seen and send one staff person (cabin leader if present) to do an initial search. Send another staff person to notify Camp leadership of the situation, who will report to the site. Those doing the initial search should return to the site once initial search is completed.
3. Parties may continue to search the area in groups led by staff (at least one staff member should stay in the area), but should return to site within 10 minutes.
4. Camp leadership will implement a preliminary search (see below) and decide if an emergency assembly is needed.

Preliminary Search:

1. Staff is selected in pairs to search the entire campus. This will include all buildings and all grounds on camp property.

2. If required, two staff pairs will walk the camp property line.
3. Call the name of the missing person when searching.
4. Return to supervising director when search is completed.

\* In the event that the missing individual or individuals are not found during the preliminary search, Camp leadership will initiate an extended search. This search will include doing additional preliminary searches plus a search of property immediately surrounding camp property.

#### Extended Search:

1. Preliminary search done again.
2. Search immediate property to camp boundaries by foot.
3. Search roads leading away from camp by automobile.

Camp leadership will make the decision within 30 minutes of the initial search if outside help needs to be arranged.

## **FIRE**

***In the event of a fire your first and only priority is the people***

#### If You Happen Upon A Fire:

1. Alone or with a group evacuate to a designated area. Do not stop to take personal belongings.
2. Designate staff members to call fire department and contact Camp leadership.
3. If a telephone is near, sound the ALL CALL FIRE ALARM (see procedure below). If a telephone is not available send a runner to the office. Report to designated area.
4. If you are with a group do a head count to ensure everyone is accounted for.
5. ONLY if and when all others are safe and out of harm's way...you are not putting yourself in any danger, you are comfortable with a fire extinguisher and the fire is no larger than a waste paper basket...you may attempt to put out the fire using a fire extinguisher.
6. Wait for instructions from Camp leadership.

#### If You Hear the All Call for a Fire:

1. Evacuate to the parking lot or the Mission cabin (far west side of campus) depending on the location of the fire.
2. If you are with a group do a head count to ensure everyone is accounted for.
3. Wait for instructions from Camp leadership.

## **STAFF DUTIES IN EVENT OF A FIRE**

### Camp leadership:

1. Assume role of emergency coordinators ensuring communication
2. Call or designate someone to phone fire department (if it has not already been done)
3. Confirm that the Facilities, Hospitality and Housekeeping teams have been notified
4. Determine if an evacuation is needed; sound campus alarm

### Facilities Director, Assistant (or Camp leadership):

1. Meet and direct fire department

### Facilities Director, Assistant or Chef

1. Turn off main gas and electric lines

### Program Staff:

Fire brigade duties; assist in evacuation procedure; ensure buildings have been evacuated.

### Health Center, Residential & Activities Coordinators:

1. Coordinate emergency assembly procedure as directed by Camp leadership
  - \* Make sure full head counts are done
  - \* Ensure safety of all campers and staff
  - \* Ensure that all of campus has heard the fire alarm

### Cabin Leaders and Counselors:

1. Ensure that campers are safe and accounted for
2. Direct any questions to the camp and assistant directors
3. Direct attention away from the situation to the best of your ability

### All Other Staff:

1. Remain in designated area until further notice is given, if you do not have a specific duty

## **ALL CALL FIRE ALARM**

Access "All Call" on the telephone (Press "Intercom", # (pound), 30), then say loudly and clearly "FIRE, FIRE, FIRE" at (location of fire), repeat 3 times. Notify the camp office. Office personnel will use the air horn to notify the rest of campus that an emergency procedure is in effect.

## SEVERE WEATHER EMERGENCY PLAN

The “All Call” and air horn systems will be used for severe weather notification. Access “All Call” on the telephone to notify the campus of a severe weather event and provide any specific instructions (e.g. if it is advised that everyone reports to the lower level of a building). Those that are in a building upon notification of a severe weather event should remain there. Staff members in that area will gather everyone and keep the group informed. Those that are outside upon notification of a severe weather event will be alerted with the air horn system and should immediately report to the nearest building/shelter under the guidance of summer staff. Staff members in that area will gather everyone and keep the group informed.

Regardless of the area you report to, remain in that area until the storm passes and are given that all-clear by a staff member. **The decision of the all-clear will be up to Camp Leadership (All Call and air horn systems will be used to give the all-clear, in addition to cell phone communication).** In the event of a severe storm, Facility Staff and Camp Leadership will check the campus for damage before allowing campers and staff members to return to rooms or activities.

General guidelines for severe weather emergencies

- Rain/Hail/Lightning/High winds: evacuate outdoor areas to appropriate shelter depending upon the severity of the storm
- Earthquake: **Drop** where you are, onto your hands and knees. This position protects you from being knocked down and allows you to stay low and crawl to shelter if nearby. **Cover** your head and neck with one arm and hand; if a sturdy table is nearby, crawl underneath it for shelter, avoid exterior walls, hanging objects and tall furniture, stay on your knees; bend over to protect vital organs. **Hold on** (to shelter if available, head and neck if not) until shaking stops.
- Tornado: evacuate outdoor areas to appropriate shelter-basements

## CODE OF ETHICS

Camp Mak-A-Dream is committed to providing opportunities for young people to become caring, self-directed individuals responsible to themselves and others. The organization encourages development of the whole person and our focus is on positive experiences.

Recognizing that the primary means of effectively teaching youth is by example, all staff must adhere to the following general rules while in the services of Camp Mak-A-Dream.

- Be honest
- Comply with the law
- Behave in a decent and moral manner

The following specific rules of conduct are a guide to staff behavior and are not intended to limit the application of the forgoing general rules.

Staff must comply with the Code of Ethics throughout service with Camp Mak-A-Dream. Compliance with the Code of Ethics is a condition of continued association with Camp Mak-A-Dream. Understand that violation of the following standards will be regarded as engaging in unethical behavior which is ground for immediate dismissal.

1. Staff must not discriminate against any staff member on the basis of age, sex, ethnicity/race, socio-economic backgrounds, religion/faith, creed, gender identity or sexual orientation.
2. Staff must safeguard and hold confidential any information gained through administrative duties involving supervision of personnel or other information identified by the Camp as being confidential.
3. Employees, and volunteers of Camp Mak-A-Dream may be exposed to information which is confidential and/or privileged and proprietary in nature. It is the policy of Camp Mak-A-Dream that such information must be kept confidential both during and after employment or volunteer service. Staff and volunteers are expected to return materials containing privileged or confidential information at the time of separation from employment or expiration of service.
4. Staff must not report to work or represent Camp Mak-A-Dream in an official capacity under the influence of alcohol or drugs not prescribed by a physician, nor may they participate in the possession, sale or delivery of controlled substances.
5. Staff must not strike, shake, spank or verbally abuse a camper as a means of discipline or for any other reason.
6. Theft of property or funds is a breach of the Code of Ethics.
7. Falsifying application or employment interview information is a breach of the Code of Ethics.
8. Staff must not engage in any sexual activity with campers, participants, or other staff: including sexual innuendo or sharing information containing sexual conduct.
9. Staff must report in confidence, any suspected violation of the Code of Ethics to Camp leadership, in the case of Camp leadership, to the Executive Director and in the case of the Executive Director, the Board of Directors).
10. Staff may not engage in sexual harassment of any fellow staff member through comments, actions or conduct.

## **ABUSE**

See Appendix B and C for specific protocols relating to abuse.

If we suspect one of the children at Camp Mak-A-Dream has been the victim of abuse in any form (physical, sexual, or verbal), it is required by law that we report this to authorities. If you suspect or are made aware of abuse at home, your responsibility is to report it immediately to Camp leadership or medical staff only. ***Do not discuss the matter with anyone else.*** It is important that if you are approached by a camper that you politely listen and pay attention

then suggest it might be a good idea to talk about the situation with Camp leadership or medical staff. Decision to report abuse will be done in accordance with the law by Camp leadership and/or Executive Director.

## **SUICIDAL IDEATION AND OTHER SENSITIVE ISSUES**

See Appendix A for protocols for managing and reporting a camper's possible suicidal ideation.

If you suspect or are made aware of someone with an eating disorder, history of self-harm (keep in mind that many people who intentionally hurt themselves are not suicidal) with thoughts of suicidal ideation, speak directly with Camp leadership or medical staff and do not discuss the matter with anyone else. If at all possible let the participant know that you are going to share this information so that they can get some help. In the case of suicidal ideation, you may skip this step if you feel that it may further jeopardize a participant's safety. If a camper shares any type of suicidal thoughts with you, including talking about wanting to die or kill themselves; feeling hopeless, trapped, being a burden to others etc.):

- **Ask** them if they are thinking about killing themselves. This will not put the idea into their heads or make it more likely that they will attempt suicide.
- **Keep them safe**, do not leave the participant alone.
- **Take seriously** all suicide threats and all attempts.
- **Listen** without judgement and with compassion and empathy.
- **Connect them** to a member of Camp leadership or the medical team who will help them take next steps.

***It is Camp policy that all mentions of suicidal ideation be reported to Camp leadership or a member of the medical staff as soon as possible. A participant expressing suicidal thoughts should not be left alone until Camp leadership and the medical team has been notified, completed an assessment with the camper and given approval for their return to the community.***

## **SEXUAL MISCONDUCT POLICY**

As leaders we have been called to the highest standards of sexual morality and conduct. This is particularly important for those leadership roles specific to camp. Young people place a great amount of trust in their Camp Mak-A-Dream staff and volunteers. We have, therefore, developed the following sexual misconduct policy and course of action for all persons involved with Camp Mak-A-Dream.

It is critical to the mission statement that all staff and volunteers conform to the highest standards of sexual morality and conduct. Staff and volunteers shall not engage in any relationship or activity which constitutes sexual misconduct, including but not limited to the following:

1. Sexual relations or activities with any person while serving as staff or volunteer at Camp Mak-A-Dream.
2. Sexual relations or activities, which constitute sexual offenses as defined by Montana State Law.

Any other sexual relations or activities which are contrary to the ethical and moral affirmations of Camp Mak-A-Dream. Remember the guidelines for appropriate and inappropriate touch covered on pages 15-17.

## **REPORTING SEXUAL MISCONDUCT**

Due to the sensitive nature of sexual misconduct and out of concern for the safety and privacy interests of all involved, Camp Mak-A-Dream requires that when staff or volunteers become aware of or have reasonable cause to suspect that another staff or volunteer is engaging in sexual misconduct, the staff or volunteer must report the misconduct immediately, and with strict accordance with the following procedures. If uncertain if a behavior is misconduct, contact Camp leadership immediately.

1. The staff or volunteer must immediately provide an accurate and verbal report of all relevant details to the Camp leadership. If for any reason the staff or volunteer is concerned the matter might not be adequately reported, he/she may report directly to the Executive Director.
2. Any communication with the press or report to governmental agencies must be coordinated in advance with Camp leadership and/or Executive Director.
3. Until a course of action is developed, staff or volunteers with knowledge of the sexual misconduct must refrain from investigating the case, or discussing the details of the case with any other staff, volunteers or campers in addition to contacting the person alleged to have engaged in sexual misconduct. Staff may be asked to assist with reporting, when appropriate. Staff will always be supported in any steps they may have to take reports.

## **Appendix A** **Suicidal Ideation Protocol**

**As a residential camp program, we are considered “mandatory reporters” by State and National law. The term “mandatory reporting” means notifying the appropriate authorities when a camper has experienced abuse or is a risk to self or others. This requirement applies differently to different groups of people.**

**Beyond the requirements of law, we care deeply for our campers. We are focused on supporting each camper’s needs and wellbeing, to the best of our ability. This policy is designed to make it easier for camp staff and volunteers to identify when campers need**

**more support with suicidal ideation and what that support should be. (We also have a separate policy relating to reporting abuse – see Appendix B for minors and Appendix C for adults)**

1. If a camper is demonstrating concerning behaviors such as a sudden change in mood, withdrawing/isolating, giving away prized personal belongings, making statements that allude to self-harm – share your observations with the camper. Ask directly if they are having thoughts of killing themselves (i.e. “I’ve noticed you haven’t been participating like you were and you seem down. Can we talk about what’s going on for you?” After listening – “It seems like you are dealing with some difficult feelings. Are you wishing you were dead or wishing you wouldn’t wake up?”). If the camper says “yes” or anything remotely affirmative to that last question, follow steps 2-12 in this policy. If the camper says “no”, continue to monitor the camper for ongoing behaviors (listed above) and provide emotional support to the camper as needed.
2. If a camper describes thoughts of suicide or self-harm, the person receiving the information should stay with the camper and listen to their story. They will make mental notes of details and listen without judgment and with compassion and empathy. Staff members are not obligated to ask questions and should refrain from offering advice. Once the conversation is over, they will thank the camper for trusting them with the information and tell them that because they want to help them get the support they need, the next step is to notify the on-site member of the Camp leadership Team (Camp Director, Program Director, Wellness Programming Manager, or Health Care Coordinator). At no time is the camper to be left alone.
3. Once the Camp leadership Team member is notified, further involvement of the reporting staff member will be assessed. They may stay involved throughout the process if their presence is beneficial to the camper. Staff should be available to the mental health professional as needed. Arrangements must be made to ensure that any other campers under the staff member’s care are appropriately supervised.
4. The on-call, State licensed mental health professional will be contacted and will assess and therapeutically address the situation. All information is confidential and will be shared with only those volunteers and staff members immediately involved with the camper’s issue, or those identified as appropriate to involve.
5. The mental health professional will meet with the camper (on-site or by phone) to complete a brief assessment of the camper’s safety. This assessment may include, but is not limited to, the following:
  - a. Determination if the camper intends to harm him/herself currently
  - b. Use of the Columbia Suicide Severity Rating Scale (CSSR-S)
  - c. Determination if the camper has a plan of suicide
6. If the assessment determines the camper is a low to moderate risk for suicide, the mental health professional may assist the camper in completing a Suicide Safety Plan, with instructions on how to use the plan. The mental health professional may share the

camper's Safety Plan and other essential information with appropriate camp staff for ongoing support of the camper. Also, other recommendations of the mental health professional may be shared with appropriate camp staff for ongoing support of the camper while they are at camp. Further, the mental health professional recommendations may include referring the camper and their parents/guardians to appropriate local (near their home) resources for ongoing support after camp.

7. If the assessment determines that the camper is at high or acute risk, then the recommendations of the mental health provider will be followed, which may include transporting the camper to a medical facility for psychiatric evaluation and stabilization.
8. If the camper is a minor, parents or guardians will be notified by the mental health professional. The camper's primary care provider and/or oncologist may also be notified.
9. At no time will the camper be left unattended.
10. Appropriate staff and volunteers will be notified of any issues and concerns on a need to know basis, as determined by the mental health professional and Camp leadership.
11. All of the above findings, procedure, discussions and outcomes will be documented in an incident report and kept in the confidential camper personal file. The file will be kept by Camp Mak-A-Dream. Camp leadership will routinely review incident reports to consider opportunities to improve policies and practices for campers expressing suicidal ideation.

### **Appendix B**

#### **Suspected Abuse Protocol for Minors**

**(this may include physical, sexual, and/or emotional abuse)**

**As a residential camp program, we are considered "mandatory reporters" by State and National law. The term "mandatory reporting" means notifying the appropriate authorities when a camper has experienced abuse or is a risk to self or others. This requirement applies differently to different groups of people.**

**Beyond the requirements of law, we care deeply for our campers. We are focused on supporting each camper's needs and wellbeing, to the best of our ability. This policy is designed to make it easier for camp staff and volunteers to identify when campers need more support with their experience of abuse and what that support should be. (We also have separate policies relating to suicidal ideation (Appendix A and abuse of adults (Appendix C).)**

1. If a camper under the age of 18 describes an incident of abuse (from any person), the staff member or volunteer receiving the information should stay with the camper and listen to their story. The staff member or volunteer, should listen to whatever information the camper wishes to share and make mental notes of details. Also, they will give emotional support to the camper. The staff member or volunteer will not ask

questions and they will refrain from offering advice. Once the conversation is over, they will thank the camper for trusting them with the information and tell the camper that because they want to help the camper get the support they need, they will notify the on-site member of the Camp leadership team. Do not leave the camper alone.

2. If a camper makes other comments that lead staff to have a reasonable suspicion of abuse or neglect, staff will immediately notify a member of the Camp leadership Team.
3. If a staff member or volunteer is made aware of sexual behavior or inappropriate touching occurring between campers (peer-to-peer) and the campers are under the age of 18, the staff member or volunteer will immediately notify a member of the Camp leadership team.
4. Once the Leadership Team member is notified, further involvement of the reporting staff member or volunteer will be assessed. The reporting staff member or volunteer may stay involved throughout the process to support notifying authorities and if their involvement is beneficial to the camper. Arrangements must be made to ensure that any other campers under the staff member's care are appropriately supervised.
5. The on-call, State licensed mental health professional will be contacted and will assess and therapeutically address the situation. All information is confidential and will be shared with only those volunteers and staff members immediately involved with the camper's issue, or those identified as appropriate to involve.
6. The mental health professional will meet with the camper (on-site or by phone) to complete an assessment of the camper's safety and needs. The mental health professional will refrain from questioning or investigating the allegations of abuse. Also, the mental health professional will determine whether a report to authorities is appropriate. The mental health professional will develop a plan for reporting and a plan for support to the camper. Further, the mental health professional's recommendations may include referring the camper and their parents/guardians to appropriate local (near their home) resources for ongoing support after camp. All recommendations made by the mental health provider will be followed by camp staff.
7. If it is determined that a report of abuse to authorities is appropriate, reports will be made to both the camper's home state official reporting agency and to the Montana Department of Public Health and Human Services, Child and Family Services Division. State by state information is available at <https://capsli.org/reporting-abuse/individual-state-hotlines/>. The Montana Child Abuse Hotline is 1-866-820-5437.
8. The staff member or volunteer who originally received the abuse information from the camper, may be asked to make the reports to authorities. At all times, the reporting staff member or volunteer will be supported and assisted in the reporting process.
9. If the parents (or legal guardians) are not identified as the perpetrator(s) of abuse, they will be notified of the allegations by a Camp leadership team member or the mental health professional. The camper's primary care physician and/or oncologist may also be notified of the allegations.

10. Camp leadership and the staff member who initially learned of the concerns will be available for ongoing support of the camper. If Child and Family Services Division makes a decision to investigate the disclosure, Camp leadership will coordinate with CFS workers to determine a time and place to meet with the camper.
11. If the camper IS in immediate danger upon returning home, the mental health professional will determine next steps along with Child and Family Services Division, which will be followed by the Camp leadership team.
12. If the camper is NOT in immediate danger upon returning home, then no further action is needed. Additional follow up will be coordinated by the mental health professional, the camper, camper's parents/guardians and their home treatment team to ensure campers safety and appropriate follow up support.
13. All of the above findings, procedure, discussions and outcomes will be documented in an incident report and kept in the confidential camper personal file. The file will be kept by Camp Mak-A-Dream. Camp leadership will routine review incident reports to consider opportunities to improve policies and practices for campers experiencing and reporting abuse.

It is important to note that the camp code of ethics and the camp waiver signed by staff and volunteers requires all camp staff and volunteers to report incidents of abuse.

Also, it is important to note that staff are not permitted to spend time alone with an individual camper. This protects staff and campers alike from allegations of abuse.

### **Appendix C**

#### **Suspected Abuse Protocol for Adults**

**(this may include physical, sexual, emotional abuse and/or exploitation)**

**As a residential camp program, we are considered "mandatory reporters" by State and National law. However, the laws relating to reporting abuse do not include adults, unless the adult is considered to be "vulnerable". Vulnerable adults may include those individuals with disabilities such as (but not limited to) cognitive impairments, intellectual disabilities, dementia, and severely disabling mental health conditions. The term "mandatory reporting" means notifying the appropriate authorities when a vulnerable camper has experienced abuse or is a risk to self or others.**

**Beyond the requirements of law, we care deeply for our campers. We are focused on supporting each camper's needs and wellbeing, to the best of our ability. This policy is designed to make it easier for camp staff and volunteers to identify when campers need more support with their experience of abuse and what that support should be. (We also have separate policies relating to suicidal ideation (Appendix A) and reporting abuse for minors (Appendix C).)**

1. If a camper over the age of 18 describes an incident of abuse (from any person), the staff member or volunteer receiving the information should stay with the camper and listen to their story. The staff member or volunteer should listen to whatever information the camper wishes to share and make mental notes of details. Also, they will give emotional support to the camper. The staff member or volunteer will not ask questions and they will refrain from offering advice. Once the conversation is over, they will thank the camper for trusting them with the information and tell the camper that because they want to help the camper get the support they need, they will notify the on-site member of the Camp leadership Team (Camp Director, Program Director, Wellness Programming Manager, or Health Care Coordinator).
2. If an adult camper makes other comments that lead staff to have a reasonable suspicion of abuse or neglect, staff will immediately notify a member of the Camp leadership Team.
3. Once the Leadership Team member is notified, further involvement of the reporting staff member or volunteer will be assessed. The reporting staff member or volunteer may stay involved throughout the process to support notifying authorities and if their involvement is beneficial to the camper.
4. The on-call, State licensed mental health professional will be contacted and will assess and therapeutically address the situation. All information is confidential and will be shared with only those volunteers and staff members immediately involved with the camper's issue, or those identified as appropriate to involve.
5. The mental health professional will meet with the camper (on-site or by phone) to complete an assessment of the camper's safety and needs. The mental health professional will refrain from questioning or investigating the allegations of abuse. Also, the mental health professional will determine whether a report to authorities is appropriate. The mental health professional will develop a plan for reporting and a plan for support to the camper. Further, the mental health professional's recommendations may include referring the camper and their parents/guardians to appropriate local (near their home) resources for ongoing support after camp. All recommendations made by the mental health provider will be followed.
6. If it is determined that a report of abuse to authorities is appropriate, reports will be made to both the camper's home state official reporting agency and to the Montana Department of Public Health and Human Services, Adult Protective Services Division. State by state information is available at <https://ncea.acl.gov/Resources/State.aspx>. The Montana Adult Abuse Hotline is 1-844-277-9300.
7. The staff member or volunteer who originally received the abuse information from the camper, may be asked to make the reports to authorities. At all times, the reporting staff member or volunteer will be supported and assisted in the reporting process.
8. If the Caregiver for the camper is not identified as the perpetrator(s) of abuse, they will be notified of the allegations by a Camp leadership Team member or the mental health

professional. The camper's primary care physician and/or oncologist may also be notified of the allegations.

9. Camp leadership and the staff member who initially learned of the concerns will be available for ongoing support of the camper. If Adult Protective Services makes a decision to investigate the disclosure, Camp leadership will coordinate with APS workers to determine a time and place to meet with the camper.
10. If the camper IS in immediate danger upon returning home, the mental health professional will determine next steps along with Adult Protective Services, which will be followed by the Leadership Team.
11. If the camper is NOT in immediate danger upon returning home, then no further action is needed. Additional follow up will be coordinated by the mental health professional, the camper, camper's caregiver and their home treatment team to ensure campers safety and appropriate follow up support.
12. All of the above findings, procedure, discussions and outcomes will be documented in an incident report and kept in the confidential camper personal file. The file will be kept by Camp Mak-A-Dream. Camp leadership will routine review incident reports to consider opportunities to improve policies and practices for campers experiencing and reporting abuse.

It is important to note that the camp code of ethics and the camp waiver signed by staff and volunteers requires all camp staff and volunteers to report incidents of abuse.

Also, it is important to note that staff are not permitted to spend time alone with an individual camper. This protects staff and campers alike from allegations of abuse.