

Risk Management Policies, Procedures & Resources

Rite of Passage Journeys

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SECTION O: ORIENTATION TO POLICIES AND PROCEDURES

0.1 POLICY: A directive for action under all conditions.
Policies will be followed.

0.2 POLICY: A course or method of action that has been
deliberately chosen and guides or influences future
decisions.

PROCEDURE:

a) A detailed and informative “how to” for action.

b) A step-by-step directive that should be followed in a
regular order.

SECTION 1: GENERAL SAFETY POLICIES

1.1 Safety policies apply to all staff (including Apprentices),
volunteers, participants and visitors at all times during all
activities.

1.2 Staff will provide a safety briefing to students before
any activity that may present potential safety concerns.

1.3 Staff teams are in charge of making safety related
decisions. The highest-ranking staff person present is ultimately in
charge (this hierarchy of rank can be found in the
resources section).

1.4 Staff will signify that they have read and understand
Journeys safety policies by signing a signature sheet before their
program departs. Journeys staff must comply with all
state, national, and land trust laws/regulations.

1.5 Each staffing team will carry one complete and current
Staff Manual.

1.6 Each staff person will carry a copy of Journeys
Policies and Procedures as well as the Emergency Call
Guide.

1.7 In situations where it is the staff members' assessment
that following policy will put the staff or participants in
greater danger, staff judgment will supersede.

SECTION 2: EVACUATION

2.1 Staff must use their discretion to determine the necessity of

leave removing a participant from a program. If a participant can
the backcountry under their own power they will do so,
in accompanied by a Journeys' staff member. If a participant
and need of evacuation is non-ambulatory staff will implement
2.2 carry out the Emergency Action Plan.
the care In the event of an evacuation, a participant will remain in
definitive of a Journeys' designated staff person or volunteer until
of care has been established and the participant is in the care
family/guardian(s).

EVACUATION PROCEDURE:

- a) When outside assistance is requested, including the use of aircraft, the Program Director or the Executive Director should be involved and approve the request whenever possible.
- b) When it is necessary to conduct an evacuation mid-course, at least one staff person should remain with the group in the field.
- c) A staff person should accompany any participant visiting a medical provider.
- d) Staff should ensure that the "Physician's Health Form" is signed before the program beginning.

EARLY DEPARTURE PROCEDURE:

- a) Early Departure should be cleared by the Program Director or other supervisor whenever possible.
- b) A participant leaving for motivational and behavioral reasons should write and sign a statement of why they are leaving.
- c) The method of early departure should be determined based on the severity of the incident:
 - i. Non-Emergency: Participant or adult completes section of the program then departs at the first front- country location.
 - ii. Emergency: Participant is immediately escorted to closest front-country location.

SECTION 2A: Life or Limb Emergencies

- 2.3 During a life or limb emergency situation stabilizing the patient is the primary priority.
- 2.4 The highest medically trained staff person (WFR or above) will immediately treat the patient and also remain with the patient until definitive care arrives.
- 2.5 Journeys' Emergency Action Plan is implemented.
- 2.6 Contact with a program supervisor is made and the appropriate evacuation procedure is determined and implemented.

SECTION 2B: Non-Life or Limb Emergencies

- 2.7 During a non-life or limb emergency situation, where the

patient needs or may need more advanced medical care to assure healing, stabilizing the patient is the primary priority. Journeys' Emergency Action Plan is implemented.

2.8 The appropriate evacuation procedure is determined and implemented (it is likely to be either a carry- or walk-out evacuation).

SECTION 2C: Abdominal Injury/Illness

- 2.10 Evacuate any patient with the following symptoms:
- Fever in combination with abdominal tenderness or rigidity
 - Blood in urine, feces or vomit
 - Localized abdominal pain with guarding, rigidity or tenderness
 - S/S of Shock
 - Persistent abdominal pain (12 – 24 hours)
 - Persistent vomiting or diarrhea (> 48 hours) with S/S of dehydration

SECTION 2D: Allergic Reaction

- 2.11 Evacuate any patient with moderate allergic reaction that does not respond to medication.
- 2.12 Evacuate any patient with severe allergic reaction/anaphylaxis with:
- S/S of Shock
 - Respiratory distress
 - Swelling of face, lips, tongue or difficulty swallowing

SECTION 2E: Asthma

- 2.13 Evacuate* any patient with a severe asthma reaction including:
- Use of accessory muscles to breathe
 - Speaking in 1 or 2 word clusters
 - Sleepiness
 - Cyanosis
 - Decreasing breath sounds progressing to the absences of wheezing
- * Evacuate with minimal patient exertion*

SECTION 2F: Burns

- 2.14 Evacuate any patient with respiratory burns, third degree burns or second degree burns totaling 20% surface area.
- 2.15 Evacuate any patient with facial burns that could potentially disfigure.

SECTION 2G: Cardiac and Respiratory Emergencies

2.16 Evacuate any patient requiring CPR or assisted ventilations, even if their pulse and respiratory rate have sufficiently returned.

SECTION 2H: Diabetic Emergencies

2.17 Evacuate any patient whose blood sugars rise or fall outside of their normal range without the patient's ability to gain control.

2.18 Evacuate any patient with altered mental status that does not respond to administration of sugar within 60 minutes.

SECTION 2I: Drowning or Near-drowning

2.19 Evacuate any patient who has drowned or nearly drowned.

SECTION 2J: Fainting and Loss of Consciousness

2.20 Evacuate any patient who has fainted with any of the following:

- a. Slow recovery (60 seconds or longer)
- b. Continued dizziness
- c. Chest pain
- d. Heart palpitations
- e. Seizures

SECTION 2K: Head Injury

2.21 Evacuate any patient who has received a head injury resulting in loss of consciousness.

SECTION 2L: Heart Attack

2.22 Evacuate any patient who complains of non-traumatic, non-tender chest pains.

SECTION 2M: Heat Exhaustion and Heat Stroke

2.23 Evacuate any patient with decreased mental status (less than A & O x 3, see example of testing mental status in the resources section).

SECTION 2N: Hypothermia

2.24 Evacuate any patient of severe hypothermia with the following S/S:

- a. Patient is not awake
- b. Core temperature is below 93 without ability to re-warm and establish an upward trend within 60 minutes
- c. Decreased mental status (less than A & O x 3)
- d. Decreasing pulse and respiratory rates

SECTION 2O: Lightning Injuries

2.25 Evacuate all victims who have received a direct hit.

2.26 Evacuate all victims of a ground current strike who lose

consciousness, display and decreased mental status (less than A & O x 3) or have burns.

SECTION 2P: Musculoskeletal Injuries

- 2.27 Evacuate all open fractures and injuries with decreased CSM (Circulation, Sensation and/or Motion)
- 2.28 Evacuate all unusable musculoskeletal injuries (including reduced joints that remain unusable).
- 2.29 Evacuate if there is any doubt that an injury cannot be treated fully in the field.

SECTION 2Q: Spinal Injuries

- 2.20 Evacuate any patient suspected of spinal injury unless the spine may be cleared through use of Backcountry Spinal Clearing Procedure as follows:

BACKCOUNTRY FOCUS SPINAL ASSESMENT

PROCEDURE:

- a) Patient must be reliable. They must be alert, calm and cooperative. Patient must be free of distracting injuries that can mask pain and tenderness of spinal injuries.
- b) Patient must be free of spine tenderness and pain. They must pass a spinal exam during which each spinous process must be individually palpated.
- c) Patient must have normal circulation, sensation and range of movement in all four extremities (unless explainable by another injury or illness).

SECTION 2R: Volume Shock

- 2.31 Evacuate any patient with S/S of volume shock:
- a. MOI is trauma to chest, stomach, pelvis or thighs
 - b. Change or decrease in mental status (less than A & O x 3)
 - c. Increased pulse rate
 - d. Increased respiratory rate

- e. Skin is moist, cool and pale

SECTION 2S: Wound Management

- 2.32 Evacuate any patient with a wound that:
- a. Is heavily contaminated and cannot be adequately cleaned in the field
 - b. Was caused by an animal bite
 - c. Shows evidence of serious infection
 - d. A face wound that may result in disfigurement

SECTION 3: EMERGENCY ACTION

- 3.1 that An emergency is defined as any incident or situation significantly threatens Journeys, its employee(s), participant(s) and/or guest(s). Examples include:
- a. An accident that threatens life or limb.
 - b. An accident or incident requiring resources not readily available in the field.
 - c. A situation that has potential of endangering the group.
 - d. An illness or injury leading to the removal of a participant or member of the group.
 - e. A serious personal or behavioral problem causing a participant to leave the program.
 - f. A situation that could cause Journeys serious public relations problems.
 - g. A logistical situation that strands a group on the road or in a field setting.
 - h. Unscheduled loss of contact with a participant in the field if it extends beyond one hour.
 - i. Extensive property damage that affects the group's ability to safely continue with the course.
- 3.2 staff will The appropriate on-call person or administrative be informed as soon as possible in the case of an emergency.
- 3.3 The appropriate administrator will notify local

authorities and pertinent landowners regarding an emergency.

3.4 Rite of Passage Journeys' "Emergency Action Plan," detailing what to do in case of a fatality or serious injury, will be readily available in the Journeys' office and basecamp as well as rented and/or owned vehicles.

SECTION 3A: Lost or Late

- 3.5 If contact is lost or late with a group for 24 hours, staff must initiate the Emergency Action Plan (this plan may be implemented earlier based on staff judgment).
- 3.6 If contact is lost or late with an individual (Participant or Staff) for one hour, staff must initiate the Emergency Action Plan (this plan may be implemented earlier based on staff judgment).
- 3.7 Any lost, late or search incident will be documented in an Incident Report Form.

LOST OR LATE PROCEDURE:

- a) At program start, staff should check that each participant is carrying a sports whistle. Whistles can be issued to those who do not come with one.
- b) At program start, participants should be instructed that when they are lost or confused they are to stay in one place and blow their whistle intermittently.
- c) If a participant or staff person is assumed to be lost during the program, the Program Coordinator (or next in charge) should organize a hasty search:
 - a. Document the time that contact with person(s) was lost;
 - b. Agree on a search method, time frame and a meeting point; and
 - c. Youth participants should not search without an accompanying staff person and should always remain within the sight of the staff.
- d) If contact has been lost with an individual for 1 hour and a hasty search has not resulted in the location of the lost person contact the on-call person with the following information:
 - a. The time at which the loss of contact began;

- b. Document the area searched and how the search was done;
- c. And the physical condition of the lost person including: clothing, equipment and food carried.

e) Staff should refer to the Field Response section of the Emergency Action Plan for direction on what to do to keep the group safe while waiting for help.

SECTION 3B: Harassment and Abuse – Physical, Emotional, Sexual

- 3.9 investigation unacceptable or who be Any person involved with a Journeys program, after by Journeys program staff, that is found to pose an threat to any other participant(s), staff person(s), their self, is accused of perpetrating sexual abuse on a program will removed from the field.
- 3.10 Staff will notify the On-Call person when an accusation of harassment and/or abuse is made or witnessed.
- 3.11 The administrative staff of Rite of Passage Journeys will be responsible for contacting the parents of those who are immediately involved in abuse situations.
- 3.12 All harassment and abuse will be documented in an Incident Report Form.

PHYSICAL AND EMOTIONAL ABUSE PROCEDURE:

- a) The Program Coordinator (or next in charge) should conduct an investigation of harassment or abuse allegations. That investigation should include: interview of those involved or witnesses, an objective description of the event and circumstances that lead up to the event, analysis and outcome. A management plan should be initiated after all parties are investigated.
- b) If there is an accusation of harassment/abuse, harassment/abuse is witnessed or attempted, staff should take measures needed to ensure the

- immediate safety of all participants and staff and to take control of the situation
- c) The staff should determine a course of action appropriate to the circumstances (whether a dismissal is warranted, group or individual evacuation, etc.).
 - d) In the case of an evacuation, the Program Director should be notified as soon as possible.

SEXUAL HARASSMENT PROCEDURE:

- a) In the case of accusation of sexual abuse, the staff should take measures needed to protect the subject from the alleged perpetrator. If need be, the alleged perpetrator should be evacuated by the instructor who feels most able to maintain safety with the alleged perpetrator. If this is not possible, then the alleged perpetrator should be under constant supervision as the whole group is evacuated.
- b) In the case of accusation of sexual abuse, confidentiality of all parties should be maintained.
- c) In the case of accusation of sexual abuse whenever possible, a staff person (decided by participant stating accusation) should take information from the victim (while maintaining rules of 3 with other staff member in sight) to document the accusation. (It is not necessary to gather details related to the incident, but simply to take a statement of accusation.)

SECTION 3C: Incident Reporting

3.13 An Incident Report form will be completed and submitted for:

- a. all injury, illness, behavioral and motivational incidents resulting in evacuation and/or lost day;
- b. all near miss incidents;

- c. all vehicle incidents;
- d. loss of staff or student contact of 1 hour or more;
- e. use of physical restraint;
- f. all harassment and/or abuse;
- g. and anything that results in program dismissal.

3.14 Staff will receive training regarding Incident Reporting procedures.

3.15 Staff will submit all written Incident Reports as part of the program end paperwork.

INCIDENT REPORTING PROCEDURE:

- e) The incident report form should be filled out legibly and thoroughly, in an objective, factual fashion by the Program Coordinator or designated staff person.
- f) After an incident has occurred it should be shared at first opportunity with the Program Director or other designated staff person (during phone check-in or in person during resupply).
- g) When warranted, Patient Assessment Forms should be used to track patient condition and attached to the Incident Report Forms.
- h) Journeys administrative staff and Safety Committee should review Incident Reports and subsequent paperwork for accuracy, analysis and any necessary follow-up.

SECTION 3D: Field Communication

3.16 Field Communication Technology (FCT) devices, when available, will be used by staff in emergency situations and when the gain created by using the device is greater than the actual cost of use. Examples of use include: life or limb emergencies, solicitation of expert medical advice when outside the scope of the staff person's training, logistical problem-solving that would greatly reduce the

need for 3.17 basecamp meeting, search	extra driving, etc. General check-in communication between Journeys' and field teams will be planned during a pre-trip logistics Failure to call during a selected time window may result in efforts.
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FIELD COMMUNICATION PROCEDURE:

- i) The Program Coordinator should post their itinerary in the Journeys office with a corresponding cell phone number for the Administrative Staff.
- j) Programs carrying Satellite Phones, those which travel to a distance greater than a “groups” travel day from the trailhead or ranger station, will keep a log of Sat Phone use including: Date of use, reason for use and approximate time of use. The staff should also log when and where the device did or did not work.
- k) Program Participants should not know about the Satellite Phone or other communication devices.

SECTION 4: Participant Well-Being

- | | |
|-----------------------------------|--|
| <p>4.1
accordance
4.2</p> | <p>All participants will be medically screened with Journeys screening procedure.
Mentor staff will monitor the following during an experience:</p> <ul style="list-style-type: none"> a. appropriate use of specified prescription and non-prescription medication; b. appropriate food and water intake; and c. the general well-being of participants (including emotional and physical well-being). |
| <p>4.3
youth

to</p> | <p>Prescription medications will be held and distributed by program Mentors unless it has been assessed by the participant's parent/guardian that the participant is able to assume adequate responsibility to manage their own</p> |

- intake. Exceptions: All mood-altering drugs will be held and distributed by staff persons for youth programs.
- 4.4 Mentor staff will seek medical consultation or consider a non-emergency evacuation for participants who do not appear to physically adapt to the rigors of the experience during the initial 5 to 7 days.
- 4.5 Participant gear will be checked during the first day of each program.
- 4.6 On youth programs, all communication and listening devices will remain at Journeys basecamp or sent home with participant families.
- 4.7 Staff will brief participants on when it is appropriate to wear sufficient protective footwear then assess when participants are allowed to make footwear decisions on their own.
- 4.8 All water consumed by Participants in the field (taken from a wilderness water source) will be chemically treated, properly boiled or filtered.
- 4.9 When using stoves, participants will be supervised by staff until such a time as assessment indicates participant competence. Only participants aged 12 and above can operate stoves. Guides should still maintain some level of supervision at all times with participant stove use. Stove etiquette is important. Meaning the proper use, storage, and maintenance of stoves throughout programs, i.e., only using stoves on flat, open surfaces, and putting stoves away after each use.
- 4.10 Participants will be instructed in the potential hazards of the given environment and how to avoid or manage those hazards (Water Crossings, Tides, Animal Activity, Lightning, etc.).
- 4.11 Use of knives will be granted after a staff person has assessed participant's knife-safety knowledge. All knives used on a Journeys program must have a fixed or locking blade.

PARTICIPANT WELL-BEING PROCEDURES:

- a) Staff should ask participants at program beginning if they have had any health changes since their medical form was

submitted and document reported changes on the medical form. Staff should contact the Program Director regarding any questions as to participant appropriateness for program.

- b) Program staff should review participant medical information prior to departure from the Journeys' Basecamp and carry information regarding medications, allergies, health conditions, and insurance into the field. If participant is a return-participant their previous year's registration packet should be read as well.
- c) Program staff should call all program participants at least two weeks before the program start to check participant preparation, including questions about: Fears, Gear, Medical Conditions, etc.
- d) The Program Coordinator or designated staff person should collect participant medications and review with families all prescription medication supply, dosage and storage (assure that supply is sufficient.) All over-the-counter medications that participants are carrying can be sent home with the family, unless an arrangement is agreed upon.

SECTION 4A: Participant Hygiene

- 4.11 Within the first two course days, participants will be instructed in appropriate hygiene. Including: hand washing, food handling and storage, dishwashing, human waste disposal, menstruation hygiene and genital cleanliness.
- 4.12 Participants and mentors are required to use a hand-wash station or antibacterial gel before preparing or consuming a meal.

PARTICIPANT HYGIENE PROCEDURES:

- a) High standards of personal hygiene, particularly hand-washing and non-sharing of water bottles, and proper kitchen procedures should be emphasized on all programs to help reduce the opportunities for bacterial, fungal, viral and parasitic infections.
- b) A handwash station has a better effect on hygiene than antibacterial gel. Staff should emphasize the use of handwash stations.

SECTION 5: Drug, Alcohol and Tobacco Use

- 5.1 Use of illegal drugs or abuse of toxic substances by participants will result in their immediate dismissal from the program.
- 5.2 Participants who use alcohol, tobacco, or any mind-altering substances on course may be given one chance. A second infraction will result in their dismissal. At program Staff discretion, some cases may result in immediate expulsion.
- 5.3 Staff will never use illegal drugs during a program. Youth program staff will never use alcohol or tobacco during program days.
- a) *Note: As the use of both illicit and non-illicit substances containing potential psychoactive compounds becomes more commonplace, it is important to report to Journeys leadership any forms of medicine included in your personal healthcare practice that include psychoactive compounds.*

- 5.4 Tobacco-use will be allowed during adult programs.
- 5.5 Use of alcohol, tobacco or drugs, resulting in program dismissal, will be documented in an Incident Report Form.

DRUG, ALCOHOL AND TOBACCO USE PROCEDURES:

- a) At the program start, the program staff should inform all participants that any use of illegal drugs or abuse of toxic substances will result in their dismissal from the program; and that any use of alcohol or tobacco is not allowed and may result in dismissal. Staff should also remind the participants that they have signed an agreement to our drug, alcohol and tobacco use policy.
- b) Search and seizure is legal and should be enacted if staff suspicion warrants. It is not necessary to notify participants that a search will be or was enacted.
- c) While consumption of alcohol or smoking of cigarettes may be illegal for minors, our staff is not responsible for reporting infractions to the law. Neither is the staff required to notify parents but may do so at their discretion. However, staff should notify the Journeys' Program Director of the infraction at their first opportunity.

SECTION 6: First Aid

Mentor staff will receive training in Journeys' evacuation and emergency plan as well as first aid kit contents.

There will be a minimum of at least one WFR (Wilderness First Responder) and at least one WFA (Wilderness First Aid) certified staff person in the field with every program.

The main First Aid Kit will be carried by a WFR certified Mentor. While the auxiliary first aid kit may be carried by any staff member. All staff will be informed what is in the First Aid kit and in which mentor backpack that it is being carried in an easy accessible location.

SECTION 7: Participant Supervision

All participants (age 12 and above) will be continuously supervised until they are assessed to be self managed with less supervision.

PARTICIPANT SUPERVISION PROCEDURES:

- a) Staff teams should discuss how to maintain supervision during the program before the program start. Staff should revisit participant supervision as needed throughout the program.
- b) Freedom should be given in increments to participants at the discretion of the mentor staff team.

SECTION 7A: Independent Travel

Independent Travel will be defined as travel where staff is not readily accessible to the participant group, within eyesight or earshot.

Independent travel will only commence when the participants, the environment and conditions have been assessed and determined to be appropriate by the staff.

Independent travel will occur only with Program Director's approval. Independent travel will occur only during 3-week or alumni youth programs.

INDEPENDENT TRAVEL PROCEDURES:

- a) If Independent Travel seems like an option, staff should begin planning and setting up the experience early with the Program Director. The Journeys' administrative staff should know by resupply that a program intends to introduce independent travel to a group.
- b) Staff should travel at the head and rear of group until participants can manage on their own.
- c) If independent travel occurs, a group briefing will occur that includes: how to locate staff, behavioral expectations, a discussion of potential hazards, a plan for independent time including travel route, a review of equipment and its safe use.
- d) Individual participants, group dynamics, terrain and hazards

should all be assessed and re-assessed for appropriateness for independent travel.

- e) Staff will maintain a response level distance from participants during independent travel, meaning they are in earshot for any type of emergency signal from participants, and can easily get within eyesight of the participant group in less than a minute.

SECTION 8: Swimming and Stream/River Crossings

SECTION

8A: Swimming

- 8.1 Staff will assess and approve dipping and wading sites and create a shared management plan to address hazards.
- 8.2 Staff will actively supervise all water activities.
- 8.3 There will be no head first entry (diving) into water.
- 8.4 There will be no jumping off of objects higher than 5 feet above water without the approval of the Program Director or designate.
- 8.5 Ocean water may only be entered up to the height of the participant's knees.
- 8.6 Nude dipping or wading will not occur on any youth program. Refer to Section 10.D on Nudity for more information.

SWIMMING PROCEDURES:

- a) Before the program start, staff will discuss water comfort, experience with swimming in relevant conditions, and experience supervising swimming with youth.
- b) Before any water-based activity, participants should be assessed for comfort, energy, etc. and briefed on hazards and emergency action plan.

SECTION 8B: Stream and River Crossing

- 8.7 Staff will assess, approve and supervise all stream crossings that he/she determines to be potentially dangerous for a particular age group.
- 8.8 Participants will be instructed in stream crossing techniques prior to undertaking a crossing.

STREAM AND RIVER CROSSING PROCEDURES:

- a) Backpack waist belts and sternum straps should be unfastened during a river crossing except when carrying a daypack, the water level is extremely low, or when doing so poses a hazard (i.e. the participant is more likely to fall in the river due to having low stability and decreased balance from an unfastened waist belt.)

SECTION 9: Coastal Rope Ladders

- 9.1 When ascending or descending a coastal rope ladder a Journeys mentor will always be the first and last member of the group traveling up or down the ladder; no participant (of any age) will be the first or the last member of the group to use any ladder.
- 9.2 Only one participant or staff person will be on the ladder at a time. All others at the base of the ladder will be aware of the climber and ensure that they are not in the landing zone of a potential fall. All others at the top of the ladder will be at least one body-length away from the ladder and any other edges along the cliff.
- 9.3 In the case of a multi-pitch ladder (where one ladder leads to a ledge and the next ladder in a series) only one person will be on a single ladder at a time and no more than two people will be on any ledge at the same time.

COASTAL ROPE LADDER PROCEDURES:

- a) While everyone should be clear of the climber's landing zone, it's even better to also provide attentive "spotters" around the landing zone perimeter in case of a fall. All spotters should be prepared to cushion the falling climber's head and neck and/or guide their fall away from rocks or other hazards.
- b) No one should carry more than one backpack (or equivalent load) at a time while ascending/descending one of the ladders. A better option is to take multiple trips. Climbers should utilize the shout command, "Clear!", when rope is free of any climbers for the next person to begin their ascent/descent.

- c) Yield priority to the smaller party if arriving at the top or bottom of a rope ladder at the same time as another party.
- d) Descending parties should yield to ascending parties, staying at least one body length away from the ladders and all nearby edges until the ascending party is finished and clear of the ladders.
- e) Each participant should be individually assessed for appropriateness for the rope ladders and management plans made accordingly.

SECTION 10: Vehicle Use and Safety

10.1 drivers. employee	Vehicles will only be used by authorized Journeys' Authorized Drivers are defined as a Journeys who:
old to	a. is at least 25 years old to operate any rental vehicle with participant passengers or supplies or 21 years operate a Journeys' owned supply vehicle;
and	c. have a valid driver's license for at least three years;
10.2 described by meeting.	d. participate in an in-house driver training.. Drivers will follow program driving preferences as the Program Director during a pre-program logistics
time	Drivers will not drive a 15-passenger van for the first with participants as passengers.
10.3 of 8	Drivers will not have consumed alcohol within a minimum hours prior to driving.
10.4	Drivers will not drive under the influence of any intoxicating substance or beverage.
10.6 Journeys'	There will be no smoking or drinking alcohol in vehicles.
10.7 limits.	No Journeys' vehicle will exceed posted speed
10.8 phone.	Drivers of a moving Journeys' vehicle will not use a cell
10.9 not	Drivers of a moving Journeys' vehicle with participants will consume food.
10.10	Trailers will only be towed by persons with successful

completion of an in-house trailer training.
10.11 Everyone riding in a Journeys' vehicle will wear a seat belt
at all times while the vehicle is moving.

VEHICLE USE AND SAFETY PROCEDURES:

- a) Vehicles should travel with lights on at all times.
- b) Participants should not be transported in non-Journeys vehicles, except with prior authorization by the Program Director.
- c) Drivers should not operate a Journeys' vehicle for more than 8 consecutive hours or 10 total hours in one day.
- d) Any non-Journeys' vehicle used by Journeys should carry valid automobile liability insurance.
- e) Journeys' vehicles should not exceed 65 mph, even when posted speed limit is greater than 65 mph.
- f) Vehicles should be maintained as neatly as possible during programs and cleaned after every program by the program staff and volunteers, including windows, seats, floors, dashboards, and disposal of all trash.
- g) Staff will follow a pre-drive checklist (found in each Journeys van) before all driving trips.

SECTION 10A: Vehicle Violation and Accident

10.12 Drivers will report all accidents involving another party
or personal injury first to the local authorities and second
to the on-call Journeys' employee as soon as possible.

10.13 Drivers will report all traffic violations, accidents that do
not involve another party or personal injury, and those that
result in vehicle damage, to the on-call Journeys' employee within
24 hours.

10.14 Drivers will pay their own parking and traffic tickets.

SECTION 11: Participant/Participant and Participant/Staff Relationships

SECTION 11A: Exclusive Relationship and Romantic/Sexual Relationships

- 11.1 Participants and Staff will not enter into exclusive or romantic/sexual relationships during a program course.
- 11.2 It is the responsibility of the program staff to minimize opportunities for the development of exclusive relationships or friendships.
- 11.3 Staff will take added precautions if it appears that a romantic or sexual relationship is forming. Staff will give the involved participants clear guidelines and consequences of a romantic/sexual relationship.

EXCLUSIVE RELATIONSHIP PROCEDURES:

- a) Staff should wait a minimum of 3 months before entering into a relationship with an adult participant.

SECTION 11B: Physical and Emotional Boundaries between Mentors and Participants

- 11.4 Staff will not have or act upon physical relationships with participants at any time during a Journeys' program.
- 11.5 Journeys will not utilize therapy during youth or adult programs. Staff, even those who are trained as counselors or therapists, are to act only as mentors. A mentor is not to pressure to expose deep-seated issues or traumas. The work of the mentor is to focus on the present moment – exploring actions, behaviors and feelings in real-time.

PHYSICAL/EMOTIONAL BOUNDARIES PROCEDURES:

- b) Staff should exercise care when being alone with participants. If any questionable encounter occurs, the staff person should immediately disclose the nature of any incident to the rest of their staff team and document it.

SECTION 11C: Discrimination

11.6 No participant or staff shall be subject to discrimination because of race, color, national origin, sex, gender preference, age, religion, creed, disability or sexual orientation. This policy applies to every aspect of Journeys programs, practices, and activities.

11.7 Discriminating behaviors or slurs will not be tolerated on any Journeys program, including microaggressions which may seem harmless. Assessment of such behavior and procedure for tending to response of behavior with all people involved will be at the discretion of the Program Coordinator.

SECTION 11D: Nudity

11.8 Nudity is never allowed at Journeys' public community events.

11.9 Journeys' staff will not participate in nudity on any youth program or Journeys' sponsored public event.

11.10 During Adult Programs nudity is up to the discussion and decision of the participants.

11.11 Nudity is not allowed on any youth program. By nudity we mean defined by state law.

SECTION 11E: Post-Program Contact

11.12 For a continued mentoring relationship after a youth program, the mentor, mentee, and a mentee parent/guardian must sign a Mentoring Covenant that explains to the parents that extended mentoring activities are not Journeys' activities and includes the purposes of continued mentoring.

SECTION 11F: Sleeping Arrangements

11.13 Adequate supervision will be maintained over youth sleeping areas at all times.

11.14 Sleeping arrangements will be considered and a plan will be made during the pre-program planning and safety briefing.

11.15 If coed sleeping occurs, then extreme care should be taken with who's sleeping where.

SECTION 11G: Ethical Standards

11.16 All information written or verbally shared by the participant or parents is confidential and staff will not disclose except to Journeys' staff or volunteers to whom the information is relevant.

11.17 If there is a real feeling that not sharing information will put the participant or another in danger either during or after the program, the staff will forewarn the participant that the information will be shared to the parents or authorities.

ETHICAL STANDARDS PROCEDURES:

- a) Staff should not make promises that they will not keep.
- b) Staff should fill out a mentoring covenant with each youth within the first three days of the program.

SECTION 12: Basecamp Policies

12.1 All staff must respect and be aware of the boundaries between Songaia CoHousing and Journeys' program areas. They are responsible for sharing appropriate Journeys' designated areas with participants, visitors, and volunteers and explaining clearly the areas that are respected as private property.

12.2 All staff and volunteers are responsible for maintaining all of Journeys' basecamp and buildings.

BASECAMP PROCEDURES:

- a) Journeys' administrative staff will communicate with Songaia regarding the days that staff, participants, families, and volunteers will be on the property.
- b) At all staff trainings, summer program beginnings, community programs, etc. there should be an orientation to the rules and regulations regarding property.
- c) All projects should be cleaned up at the end of a

designated session unless otherwise communicated.

- d) All Journeys' equipment and supplies should be returned to proper locations and in as good of condition as when started.

SECTION 12A: Food and Gear Room

12.3 All staff and volunteers are responsible for keeping the food, gear-shed, and refuse containers in order and clean.

FOOD AND GEAR ROOM PROCEDURES:

- a) Whenever a staff/volunteer finishes in the food and gear shed for the day they should follow the closing rules posted on the inside of the shed. This list includes: Sweep up and dispose of dropped food items, return all items to appropriate marked container or position, close the shed door, etc.
- b) Gear should not be removed from the shed unless it has been signed out to the participant. Staff and volunteers should check the Rental List for reserved gear items and not sign out any item that has a previous hold.

SECTION 12B: The Stable

12.4 The Stable is off-limit to program participants and visitors as a safety precaution.

SECTION 13: Solo Vigil

13.1 The length and nature (water, food, emotional needs, etc.) of a solo vigil will be determined by the program's age group and the program staffs' judgment of the participant's ability to spend time unaccompanied. Each participant will be individually assessed for appropriate solo times.

13.2 For youth programs (Ages 12 – 18), Program Mentors will select suitable solo locations and choose participant arrangements based on social dynamics and participant comfort level.

- 13.3 Before all Solo Vigils Program Mentors will give clear solo guidelines to all participants about communication/mentor check- ins, food/water, and safety.
- 13.4 Program mentors will check on youth participants during a solo vigil on a regular basis.
- 13.5 Unless otherwise stated in a participant's doctor examination the Solo Vigil is designed to be a fast; all participants need to have access to a minimum of one gallon of water per day during their fast. During mentor check-in rounds mentors will carry extra water to fill participant's water bottles.
- 13.6 Mentors are responsible for being aware of the Environmental Hazards (tide, terrain, weather, animal activity, etc.) of a Solo location and provide an explanation of these dangers to the participant or change the location/time of the Solo as a preventative measure.
- 13.7 Solo's may be ended at any time – safety of participants is the first concern. If the Solo Vigil is conducted in diminished conditions (lightning and storm activity, extreme temperature, etc.), staff will have assessed the appropriateness of the and determined an adequate risk management plan.
- 13.8 Staff are responsible for checking each participant's medical release form regarding solo vigil prior to the experience.

SOLO VIGIL PROCEDURES:

- a) In our culture, the following time guidelines have been established through Journeys history of leading solo vigils:
 - a. Under age 12 = Up to 12 hours
 - b. Age 12 – 14 = Up to 36 hours (24 hour solo typical)
 - c. Age 15 – 18 = Up to 72 hours (48 hour solo typical)
 - d. Age 18 + = Up to 96 hours (72 hour solo typical)
- b) The following minimum check-in guidelines have been established to assure the safety of participants during their solo vigil:
 - a. Age 12 – 14 = Every 2 – 4 hours
 - b. Age 15 – 18 = Every 4 – 5 hours

- c. Age 18 + = Every 12 – 24 hours
- c) Staff should consider using a natural progression of building up solo time towards the length of the solo vigil throughout the first section of the trip. These shorter solo times may be used as a tool to assess the participant's ability to spend time unsupervised.
- d) Staff should assess the developmental place of each participant to determine the individual's level of challenge for the Solo Vigil (this should include assessments about fasting, location, length of vigil, time between check-ins, etc).
- e) Staff should develop an adequate system of communication and explain it in detail before the solo vigil (this system will ideally adhere to solo vigil guidelines and is age appropriate). Consider both visual (symbolic) and verbal communication structures.
- f) Staff should watch and assess eating habits prior to the vigil and make appropriate adjustments to individual participant's solo time.
- g) If solo vigil must be ended, staff should, if feasible, maintain sacred space and create a new location for a continued vigil.

SECTION 14: Ritual and Ceremony Policies – Cultural Context

- | | |
|------|--|
| 14.1 | Staff will act within the scope of their comfort and realm of the spiritual and psychological. |
| 14.2 | Journeys does not facilitate, create or lead traditional religious rituals unless the leader is specifically given the ceremony to share, is trained in the method, and provides the adequate context. |
| 14.3 | Rituals and ceremonies must be inclusive of all participants and all religious or cultural backgrounds. |
| 14.5 | Staff will have completed a personal vision quest (culturally appropriate) before they lead an adult solo vigil. It is also recommended that Program Apprentices and Mentors |

have
solo.

participated in a vision quest before they lead an adult

RITUAL AND CEREMONY PROCEDURES:

- a) Program Staff should share areas of comfort in terms of training and certification in the realm of the spirit with each other prior to the program beginning.
- b) Staff should have completed a personal vision quest before they lead a youth solo vigil. It is also recommended that Program Apprentices and Mentors have participated in a vision quest before they lead a youth solo.

SECTION 15: Resources

Our resources come from a variety of sources, including: Outward Bound Staff Manual, Bastyr Nutrition Students, Olympic National Park and our own documentation.

SECTION 15A: Emergency Response Resources

Search for Lost Participants:

In the case of unscheduled loss of contact the following search guidelines may be helpful:

1. Hasty Search: A rapid search covering the most likely places a lost person might go (trails, shelters, streams valleys, power lines, etc.) This type of search is useful over a substantial area with relatively few personnel.
2. General Search: A more detailed search in which the area is covered by a line of searchers who remain within calling distance of one another. Searchers are briefed on the boundaries of the area and the search pattern used.
3. Fine Search: Similar to the general search except that searchers are close enough together to insure that an unconscious person could not be missed.

Going for Help:

Prior to sending for help, it is assumed that initial response has been

conducted, that the group has been organized and it has been determined that accessing help via the traditional method of runners will provide effective and needed response. When sending for help the following may be considered:

1. It is safest and most prudent to send at least two runners (usually including a staff person) with clear direction as to the most efficient route to reach outside assistance.
2. It's best for runners to travel with written information to pass on to outside assistance, including:
 - a. A completed incident report;
 - b. Information as to who to contact, phone numbers, and appropriate contact contingencies;
 - c. Name of the subject(s);
 - d. A clear summary of the situation;
 - e. An outline of the intended plan and contingency plans;
 - f. Location of subject(s) marked on a map;
 - g. Nature and seriousness of injuries and current condition;
 - h. First aid conducted at the scene;
 - i. Weather conditions;
 - j. Specific requests for personnel and equipment; and
 - k. Description of terrain and anticipated difficulty of evacuation.
3. It is important that the well-being of the runners be considered as their safety is paramount to the success of the undertaking:
 - a. Adequate amount of supplies: food, water and clothing; and
 - b. Marked maps which indicate incident location, camp location (if different), evacuation route, and runner's route.

Incident Scene Management:

Given that Journeys works with groups there is usually a group's worth of resources available to assist in managing whatever needs to be managed. When everyone has a purpose they have the opportunity to contribute and to gain

from the experience of lending help. Some of what may need attention includes:

1. Monitoring patient and maintaining vital signs record.
2. Seeing to the well-being of patient: keeping them warm and comfortable, hydrating, feeding and entertaining.
3. Setting up camp and shelter.
4. Supporting all team members who are involved directly with the patient: seeing to their well-being, hydration, nutrition, etc.
5. Organizing for evacuation if one is planned.

Field Communication Technology (FCT):

Journeys employs the use of field communication technology as economically and technologically feasible. It is the intent of Journeys that each program operating in wilderness areas has the use of FCT. FCT includes satellite phones, cell phones and radios.

The cornerstone of Journeys safety system is ongoing vigilance, judgment, skill and training of our field staff. We strongly encourage you to take your roles as risk managers ever more seriously with the advent of FCT. FCT will not reduce risk. FCT is in place in the case that it may aid in expediting emergency care or may reduce resource burden through logistical support.

Clearly, FCT is not a preventative tool and will not significantly contribute to furthering safety objectives of preventing fatalities, disabling injuries, and serious illnesses, and reducing the rate of other accidents, injuries and illnesses. We must be very careful to rely on in-field judgment to proactively avoid and manage emergency needs should they arise.

Risk Management Resources:

The relatively simple elements of campcraft are so fundamental to our programs that we sometimes forget to be as attentive and intentional regarding them as we are to the technical activities that require very specific risk management attention. It is important to be cognizant of the fact that the vast majority of our incidents occur during innocuous activity: in camp, hiking on trail, playing a game. Gastrointestinal illness, sprains, strains, and contusions are our leading cause of evacuation and “lost day” cases.

Terms used to describe the degree of risk such as “high, acceptable, reasonable, or appropriate” are abstract terms. They do not suggest any specific guidelines regarding risk management but reflect that many factors must be considered in determining a course of action when facing wilderness risks. Policies and procedures are designed as a framework for safe practice but do not ensure it. Training and supervision are designed to prepare staff to assess and manage risk when acting on their own. The risk management equation comes to rest with the staff. Your competence, judgment and decision-making creates the landscape in which risks may be appropriately assessed, managed and minimized.

SECTION 15B: Participant Well-Being

Your primary and fundamental responsibility is for the well-being of each participant in your group and the welfare of all. While you work toward transferring responsibility to the group and its members for their own well-being and welfare, you never entirely give it away. Fundamentally, it is always yours and anything that befalls your group or its members, save an “act of the gods”, is tied to you. This responsibility means that the process of assessing your group and deciding what is appropriate for them to undertake, or what responsibility they are ready to assume, is one to exercise with careful attention to your participants’ needs, program objectives and the given conditions at each point in time.

Judgment:

Judgment is the ability to wisely form opinions and create alternatives.

Wisdom is the ability to recognize a range of possibilities and opportunities, devise solutions to challenges and problems, and determine which of many actions is most desirable within an appropriate margin of safety. The most correct response under one circumstance is likely not to be the most correct response under a different set of circumstances.

Developing a strong and confident sense of judgment allows appraisal of information and formation of decisive action. Such judgment results from experience. Experience, therefore, is a vital cornerstone for effective risk management.

Decision-Making:

Decision-Making is acting on one's judgment. Judgment allows one to see situations for what they are and underpins the capacity to see and assess options. As a situation develops some options will be discarded, some revised, and some added, until the time arrives at which a decision must be made – what to do and how to do it. Experience and the judgment that comes with it, adequate preparation, openness for more and better information, and tireless interpretation of data from that information, are the requisites for making a quality decision.

Hydration:

Hydration is essential to well-being in or out of doors. The need for fluids increases with dry climates, altitude, exertion and heat. It often takes deliberate effort to replace the three to four quarts of water required each day on our programs.

1. Indicators of dehydration include: Thirst, Dark Urine, Increased Heart Rate, Headaches, Spaciness and Grumpiness.
2. Severe dehydration is a complex condition entailing loss of electrolytes, sodium, potassium, and magnesium along with water. The kidneys under normal levels of dehydration will retain electrolytes. Simply replenishing fluid lost and eating normally will usually relieve dehydration problems without resorting to the use of salt tablets or electrolyte replacement drinks.
3. Hydration is integral to heat production. A well-hydrated body uses food more efficiently and has better circulation.

Water Purification:

Water purity is not guaranteed in any of our program areas. Severe biological pollution can be caused by game, grazing animals or humans even in seemingly pristine waters. Frogs, tadpoles or minnows indicate cleaner water, but don't imply that the water does not need to be treated.

1. Iodine is very effective in killing infectious organisms. It is light, compact and inexpensive. It is less effective in cold water; not 100% reliable against Giardia cysts; people with iodine allergy or thyroid disease should not use it and it's taste can be disagreeable to some.
2. Boiling is the most effective means of killing pathogens, but

it is slow, inconvenient and consumes excessive fuel. Sources vary on length of boiling time – some say a rolling boil for a minute will kill all pathogens others say a 20-minute boiling time.

3. Gravity filter bags are effective water purification tools. It is important to maintain purification filters by stowing them appropriately and reverse backflushing them periodically to ensure they are not getting clogged with silt, sand, and other particulates.

Nutrition:

Physical *and* emotional well-being are connected. Helping participants to attend to proper nutrition may contribute to motivation, mental acuity and staying warm. Caring for oneself through proper nutrition is a leadership behavior and an important aspect of safe backcountry travel with a group. “Food Stress” can be caused by genuine food shortages, perceived food shortages, poor cooking or inappropriate behavior by individuals or the group around food. It is your responsibility to monitor and intervene to ensure that participants eat adequately on course.

1. Participants displaying chronic low energy, motivation or moodiness may not be getting enough to eat, eating properly or eating often enough.
2. Some participants, particularly adolescents, need to eat on a regular basis (i.e. small amounts every couple of hours) to keep blood sugar levels up.
3. Challenging events (i.e. Early Departures, Conflict, Emotional Meltdowns) often can be triggered, in part, by poor nutrition and its effects on blood sugar. You can facilitate participants' decision making processes and emotional stability by encouraging and monitoring proper eating.
4. Nutrients include carbohydrates, proteins, fat, vitamins and minerals:
 - a. Carbohydrates are the most efficient energy source, and go to work quickly if a person is hydrated. Simple carbs like sugars break down fast; complex ones like starches break down

slowly. Carbs include grains, pastas, drink mixes, dried potatoes, cereals, candy and cocoa.

- b. Proteins are used after carbs are exhausted, and also build muscle tissue, hormones, enzymes and antibodies. They come from cheese, milk, grains, beans, fish, nuts and seeds.
 - c. Fat's calories are dense and take a long time to digest. Fat provides additional calories for energy and provides the feeling of being full. Fats are present in nuts, cheese, oils, PB, and margarine.
 - d. Vitamins and minerals help release energy from food as well as maintain bodily functions. They come from vegetables and a wide range of food types.
5. Involving participants in relating how they feel to what they ate during the day is a tool to further awareness regarding proper nutrition. The following is a Nutritional Self-Analysis (Personal Condition and Possible Nutritional Solution):
- a. Low Motivation (Chronic Tiredness):
 - i. Eat more of everything
 - ii. Examining other possible causes (hydration, illness, poor physical conditioning, nutrient deficiency)
 - b. Low Energy on the Trail:
 - i. Eat a larger breakfast, or one with a balance of carbs and fats
 - ii. Eat fewer fats and more carbs during trail breaks
 - iii. Drink more water with trail snacks
 - c. Muscular Soreness at the end of the day:
 - i. Eat extra protein with the evening meal
 - ii. Muscles cramp after exercise and sweating
 - iii. Consume fluids and salts, drink soup, eat fruits
 - d. Slightly tired on arrival at camp:
 - i. Eat simple carbs, drink a quart of water
 - ii. Urine dark and smelly, dizziness when standing up
 - iii. Drink at least two quarts of water over two hours, eat some carbs, rest
 - e. Sleeping cold at night:

- i. Eat more fats along with adequate carbs at dinner
- ii. Snack all day long and through the night

Fasting:

It is important to enter a fast slowly, to not jump into one straight from the standard American diet. In the week leading up to the fast – eliminate alcohol, nicotine, caffeine and sugar. One to two days before the fast – eliminate red meat, and other animal foods including eggs and dairy. Stop all supplements 1 day before the start of the fast. A gradual transition back to food is important to avoid causing symptoms and sickness. Our digestion is at rest during a fast, so it is important to prepare the digestive track. Go slowly and do not overeat or mix too many foods at a meal.

1. Fasting Symptoms: Headache, Fatigue, Irritability, Dizziness/Lightheadedness, Sound and Light Sensitivity, Thick yellow/white coat on the tongue (bad breath), Insomnia, Bad Dreams, Mild Cold Symptoms, Low Energy, Emotional turmoil from the past may emerge, and Cramps resulting from mineral deficiencies.
2. Contraindications for fasting (reasons why participants should/could avoid fasting during our programs): Underweight, Fatigue, Alkaline Blood Type, Low Immunity, Weak Heart, Low Blood Pressure, Cardiac Arrhythmias, Cold Weather, Pregnancy, Nursing, Pre- and Post-Surgery, Mental Illness, Eating Disorder, Depression, Cancer, Peptic Ulcers, and Nutritional Deficiencies.
3. Best foods for coming off of a fast: Oranges, Raw or Steamed Veggies, Sauerkraut (to stimulate the digestive tract), Grapes, Cherries, Soaked Prunes or Figs (for laxative effects), Brown Rice or Millet, Nuts, Seeds and Legumes.

Common Components (Symptoms) for Eating Disorders:

1. Behavioral Components: Binge Eating Episodes and Compensation for Binges (Vomiting, Laxatives, Diuretics, Enemas, Excessive Exercise and Fasting), Restricting Food, Weighing and Measuring Food, Counting Calories and Fat, Frequent Weighing, Choosing Baggy Clothes, and Body Checking.
2. Cognitive Components: Lost Perspective (thinking, hearing and feeling things that have no basis in reality), Preoccupation with

Distorted/Delusional perception of weight, Self-Evaluation based on Weight, Internalization of society's beauty standards, Body dissatisfaction (drive for thinness), Perfectionism, Fat Phobia, and Eating Disorder becomes the cornerstone of identity.

3. Emotional Components: Anxiety, Depression and General Mood Swings, Guilt and Shame, Intense low Self-Esteem, and Panic related to weight gain and food.

Keys to being warm and dry:

It's miserable to be miserable. Participants of all ages may need active instruction and coaching to develop and utilize the skills that keep one warm and dry in the wilderness.

1. Adequate Hydration
2. Maintaining a balance of carbs and fats intake
3. Learning about and dressing for the cold:
 - a. Wool, Pile or polar fleece traps air, layered dressing creates dead air spaces and provides insulation
 - b. Breathable wind gear prevents convective heat loss
 - c. Polypropylene underwear wicks moisture away from the body before cooling evaporation takes place
 - d. Hats and gloves minimize radiant heat loss
4. Participants learn by watching, so you do them a service by modeling personal climate control habits. An example would be removing cotton t-shirts when it starts to rain, putting on an extra layer when stopping for a rest break, or carrying a mug of hot drink around camp.
5. It is advisable to change wet clothes quickly, especially upon arriving at camp, and keep spare clothing dry, especially socks.
6. Many people like to designate a pair of "sacred socks" which are always kept at the bottom of the sleeping bag and are never worn except for sleeping. These socks will always stay dry, ensuring healthy feet.
7. The body can be used as a dryer for wet clothes, although there's a limit to how much one can effectively dry at one time: damp clothing worn over polypro in a sleeping bag at night; socks or gloves slung over the shoulders and under

outer layers while working around camp; sleeping with damp gear on the abdomen.

Hygiene:

Given that gastrointestinal illness persists as one of the highest categories of incident on our courses we have work to do on the hygiene front! Many of our participants have never gone longer than a day without a shower. For many teens and young people how they look and smell is very important. Sensitivity to this reality can go a long way. Students may find the prospect of using “natural toilet paper” as daunting and view going without deodorant as crazed. Staff who frame hygiene topics with sensitivity, thoroughness and well-placed humor can allay much anxiety as well as furthering essential self-care skills for wilderness enjoyment.

1. There is a connection between appropriate hygiene and personal and group well-being; students benefit by becoming aware of this connection.
2. It is possible to encourage bathing and rinsing while ensuring appropriate Leave no Trace practices. Options include “pot” (bucket) baths, washing underwear, bandanna washing (when boiled for sanitation) of genital areas. It helps to provide structured time during the course on a regular basis for participants to clean themselves.
3. Younger participants may often need a directive approach to ensure cleanliness, including brushing their teeth.
4. Soaping and rinsing well away from water sources is important for Leave no Trace, since even biodegradable soaps are not appropriate for the cold waters and ecosystems encountered in many of our program environments.
5. Explore ways to teach information that are fun, rather than imposing a list of rules that need to be followed. Teaching participants about ‘natural’ toilet paper sources like soft leaves (thimbleberry) can be a fun and engaging way to role model LNT and good hygiene practices.

Special Hygiene Considerations::

People with vagina's specific needs require specific attention from their mentors. For some having a period in the outdoors may be their greatest course- related fear. It is easier for people with vaginas to develop urinary tract infections than people without vaginas, and so we are alert to our need to help avoid this occurrence. Helping to ensure that folk are informed as to practices that will ease their concerns as well as building a rapport that will ensure that they let you know if there is anything out of the ordinary regarding this aspect of health is imperative.

1. People with vaginas are advised to carry a supply of tampons or pads in the field no matter the timing of their cycle, since menstruation can vary in its occurrence due to exercise, stress and dietary changes.
2. A recommended kit for transporting and disposing of tampons or menstruation products includes Ziploc bags for tampon disposal, wet wipes for cleaning, and an opaque bag to mask the Ziploc. Tampon or pad odor can be reduced by putting about ½ cup of dirt and pine duff, used black tea bags or crushed aspirin, in the Ziploc with the tampons.
3. The chance of urinary tract infection is lessened by: daily washing of the genital area with mild soap or a wet wipe and by the wearing of clean underwear; urinating when necessary, rather than holding urine in.
4. It is best, when urinating, to drip dry or wipe with snow or a bandanna designate specifically for that purpose, and to avoid wiping fecal matter into the vagina.
5. Making time for washing/drying underwear particularly helps people with vaginas, who can be prone to bladder or yeast infections.
6. Staying hydrated and avoiding caffeine aids in hygiene.
7. Sugar consumption encourages the proliferation of urinary tract infections, yeast infections, and vaginitis which may already be present.
8. Toxic shock syndrome can be caused by bacteria in the uterus, necessitating frequent changing of tampons or pads.

SECTION 15C: Environmental Hazard Resources

Bears:

Bears provoke wonderment, respect and fear. Clean camping, sound hiking practices and practiced response all are valuable tools in order to “live and let live” with bears. Consider the impact that all backcountry travelers have on the habits and habituation of wild bears. They are not to be considered “Disneylike” characters for a photo opportunity, but instead the wild and potentially dangerous creatures that they are.

Black Bears have evolved in the forests and are accustomed to the protection that it offers from predators. They are inclined to run away or climb trees to avoid confrontation, but can still be aggressive if provoked or surprised. Grizzly bears, which are not very common in our course areas, evolved on the plains and are accustomed to a broad range. Like Black Bears they prefer to avoid confrontation but are more likely to choose aggressive response to surprise than are brown bears who are more likely to run.

1. Rarely do Journeys groups need to worry about making enough noise to scare off wildlife, but noise does help to avoid bears on the trail.
2. Most bear encounters happen to groups smaller than four, so maintaining hiking groups of four or more is prudent.
3. Guidelines for avoiding bears in camp:
 - a. Triangle-shaped camps with food hangs, kitchen and sleeping areas all located 100 yards apart at the apexes work well. Linear camps with food hangs and kitchen together and the sleeping area 100 yards away also are acceptable.
 - b. Kitchen sites are best when located 100 yards downwind and downhill, concentrating impact and keeping the food smells away from the sleeping area. Ideal kitchen sites have good visibility in all directions.
 - c. When hanging food or using bear cans it is necessary to include all snacks, garbage, and toiletries including toothpaste and sunscreen as well as used tampons.
 - d. Recommended guidelines for hanging food entails that it be at least 10' above the ground and 4' away from the tree trunk and overhanging limbs or poles. The hang should be at least 100 yards away from camp and downwind.

- e. Personal techniques to reduce likelihood of attracting a bear encounter include: avoiding food spills, never cleansing food from hands on clothing, washing hands and faces after eating, and defecating near camp.
- 4. While it is impossible to predict how a bear will respond to a confrontation, studies show some actions are more effective than others in responding to scenarios. Below are some typical situations:
 - a. Unaware Bear more than 100 yards away: Quietly leave the area or let the bear move off on its own. If you must move where the bear will see you, let it know that you are coming – talk loudly and calmly and move upwind so that it can smell you.
 - b. Aware Bear more than 100 yards away: Help the bear identify you. Speak in a low firm voice and wave your arms. Don't move toward it or stare into its eyes. Do not turn your back or kneel down, turn sideways and back away slowly. If you are in a group of four or more, group together. Stand your ground and talk to the bear in assured, audible tones. It will usually back away. If it walks towards you, back away. Drop a non-food item such as a bandanna or water bottle to distract it.
 - c. Charging Bear: Stand your ground, do not run or you may activate the bear's chase response. If in a large group, stay grouped, wave your arms and try to convince the bear that you are too big to attack. If in a small group or alone, reduce your presence, face the bear and be quiet, do not move. Most charges are bluffs.
 - d. Attacking Bear: If a grizzly attacks, play dead. Lie face down with legs apart, place your hands behind your neck and keep your backpack on. Recent studies have shown you should drop and play dead when the bear actually strikes. Doing so beforehand could turn a bluff charge into a mauling. Make sure the bear is gone before you get up or you could provoke another attack. With the black bear, most experts recommend aggressively defending yourself.
 - e. Nighttime bear in camp: Bears are usually seeking food at

this time. Do not play dead. Make lots of noise or throw things.

Cougars:

If you see a cougar, you are one of the few to have seen this elusive creature.

Do

not approach, but face the animal, speak firmly, wave your arms and back away.

The cougar (also called a mountain lion) is a potentially dangerous animal, although attacks on humans are rare. If you see a cougar:

1. Do not approach, especially one that is near a recent prey-kill or has kittens.
2. Stop, stay calm and do not turn your back. Do not run.
3. Face the animal, stand upright, talk calmly and firmly to the cougar and give it a way to escape if you can.
4. Do all you can to appear larger. For example, open your jacket and raise and wave your arms.
5. If the cougar becomes more aggressive, become more aggressive toward it. Convince the animal that you are not prey, but a danger to it. Fight back if attacked.

River and Stream Crossings:

Stream crossings can provide a significant and exciting course challenge particularly in the spring and early summer in mountain environments. It is an activity that can involve a great deal of potential risk, and requires vigilant and thorough assessment and risk management. Being itinerary-driven can lead to unnecessary risks and compromise safety.

1. Not every stream can be crossed safely. If the crossing is unsafe, consider a different time or place, a different technique or another route.
2. When evaluating a crossing, consider the possible consequences of failure. It's safer to attempt a challenging crossing above a safe recovery pool than above a waterfall or downed tree.
 - a. Assessment – Can all make it across the river successfully? (Generally water hitting above mid-thigh will be very

- difficult to cross)
 - b. Downstream Danger – Risk Assessment
 - c. Water mechanics – where, when and how to cross
3. To gauge water speed throw a stick into the main current and walk next to it on the bank. In thigh-high water, most people cannot cross if the current is moving faster than they can walk.
 4. If you cannot see the bottom, chances are the river is too deep to wade. Surface texture also provides a key to depth, deeper water is glassy and masks the river bottom.
 5. Ankle to Mid-Calf depths can usually be waded singly with a stick or one other person for support.
 6. Mid-Calf to Mid-Thigh depths may need to be waded with two other people for support. Crossings become noticeably harder in water above knees.
 7. Mid-thigh to waist-deep water becomes even more difficult because the water tends to buoy up the waders and drag on the packs. Consider finding another place to cross.

SECTION 15D: Backpacking Resources

Fitting and Sizing Backpacks:

Consider demonstrating simply but comprehensively how to size and fit a backpack; and that fitting and sizing are important means for mitigating unnecessary discomfort.

1. Hip Belts: The pads cradle the hip crests (hip crest in the middle of the pad); the front of the pads come at least one inch in front of each hip crest.
2. Shoulder Straps: The point of attachment can vary, but is generally between C7 (protruding vertebrae in the neck) and the scapula. Shoulder straps attached too high can constrict the neck.
3. Teaching and checking parts of the pack for function prior to loading and departure can prevent unnecessary discomfort or surprises in the field.

Packing a Backpack:

1. Describing a backpack and its parts allows students to understand its basic compartments and how they may be used efficiently.
2. A tightly packed pack requires craftsmanship and coaching. Consider all the fine points of pack packing mastered by those who perform the activity regularly and how this information may be shared or discovered by participants. Weight distribution, gear accessibility and load compression are a few of the important elements of effective packing.
 - a. Carry heavy items close to the back and midpoint of the body (near the kidneys) during on- and off-trail travel.
 - b. Line the sleeping bag stuff sack with a plastic bag.
 - c. Keep fuel away from clothing and food – preferably in an outside vertical pocket.
 - d. Items hanging off the pack can get snagged and lost.
 - e. It is helpful to keep items accessible that are used during the day: foul weather gear, hat, gloves, snacks, sunscreen, camera, iodine.

SECTION 15E: Staff Leadership Resources

Initiatives:

Initiatives are contrived activities designed to target a particular topic, skill or learning objective. The purpose of using an initiative on a program is to provide a learning opportunity. Initiatives may be used to provide a challenge in environments. Staff may use initiatives as an assessment tool to gauge participant capabilities and group dynamics, as well as provide an opportunity to become aware of, and help participants and groups to develop certain skills and abilities.

Managing an initiative incorporates the technical and processing skills of teaching, the monitoring of physical and emotional safety and the maintaining of the tone and vision throughout. The three basic phases to facilitating an initiative include: Framing, Doing and Debriefing.

Framing:

Framing includes: the set up and briefing of participants on the instructions and rules (some of which are non-negotiable), establishing the

reasons and benefits for engaging in the learning process that an activity presents and gaining buy-in and inspiring participants to step out of their comfort zones and learn experientially. Three framing techniques include:

1. Let the experience speak for itself
2. Use of metaphors that are isomorphic to the participants experiences.
3. Frontload by being explicit regarding the purpose/skills/experience the participants are to focus on (such as leadership styles, communication, asking for help, trying on a new role, etc.)
4. Considerations:
 - a) Take time to ask students questions that will elicit important information such as health and fitness concerns, fear of heights, to inform you how you frame and manage the initiatives.
 - b) Tailor initiatives to your assessment of the group capability, comfort and readiness. Adjust the rules to meet perceived needs (make the rules easier or more challenging).
 - c) Clearly frame the rules of a given initiative and reserving the right to intervene as a safety officer.

Doing:

Doing includes: the active involvement of the group, your ongoing assessment and management of the activity and listening for what is occurring such that you can draw attention to what you deem valuable in the debrief.

1. Considerations:
 - a) Monitor and ensure that any “handicaps” applied (such as blindfolds, muting, impaired physical functions, etc.) are not physically restraining such that personal safety is compromised.
 - b) When running a series of initiatives, ensure the activities are progressive and build upon previous lessons.
 - c) Develop a 'bag of tricks' that can be used to assist participants when they go beyond their comfort zones in an initiative.

Debriefing:

Debriefing is the time to allow participants to reflect on what they have learned and transfer that learning to their everyday lives. Debrief questions generally reference the goals and objectives accomplished and/or discuss what actually occurred during the initiative.

1. Considerations:
 - a. What? (What Happened?)
 - b. So what? (What might you learn from what happened?)
 - c. Now what? (How can you apply this to your program, life, work, etc.?)
 - d. Avoid focusing on one particular participants experience unless that participants experience can provide insight to other participants or the group's process over-all.
 - e. Use open-ended questions that allow participants to express their viewpoints rather than closed-ended questions that answer with a "yes" or "no" response.
 - f. Provide participants with feedback that is specific and focused on behavior rather than a particular person(s) and share information rather than give advice.
 - g. Be a good listener by making eye contact, nodding in agreement and asking questions for clarification.