



**LAKE WAPOGASSET**

LUTHERAN BIBLE CAMP, INC.

# **Program Risk Management**

The program at the four sites of Lake Wapogasset Lutheran Bible Camp, Inc. is an extension of the ministry of the Evangelical Lutheran Church of America (ELCA). Our outdoor settings include: Bible studies, worship, prayer, and song. In addition, there are numerous activities in support of the main program. As with any activity, there may be risks. In this document, we will lay out the various activities, list any risks that we've assessed, and also include the steps we take to manage that risk. We want to provide parents & guardians of campers enough information to allow you to make an informed decision on whether or not to send your child to one of our sites. Our number one goal is to provide facilities and programs that exceed your highest safety expectations, but it is important to state that our efforts to manage the risk do not provide any guarantee that an accident cannot happen.

## **Food Service (Wapo, Ox Lake, Luther Dell, Wilderness Canoe Base)**

All four of our sites offer food services. Our meals are well planned and nutritionally balanced. We work closely with local, state and federal bodies to ensure our kitchens, staff and setting are up to health code standards. Our society's diets and food intolerances are continually changing. We do have the ability to work with some special diet needs, however we cannot promise to accommodate *all* special need diets. We encourage parents to make contact with us to discuss these special situations. The health history form is a good place to detail this information.

### **What risks can be reasonably anticipated with food service?**

- Campers with food allergies
- Poor food preparation, handling and serving practices
- Unlicensed kitchen
- Illnesses in food service staff
- Uncertain meal schedules
- Unapproved food sources

### **What have we done to manage these risks?**

- 1. Campers with Food Allergies:** If your child has some type of food allergy or other diet considerations, an important tool is the Health History form, where you can detail the allergy or intolerance and include what is needed to manage them while at camp. This information will be passed along to our Food Services staff for their evaluation.
- 2. Poor food preparation, handling and serving practices:** Food handling and preparation, dish washing and general cleanliness policies have been formulated through guidelines from the nationally recognized Serve Safe guidelines, the State

Health Inspector and the American Camp Association (ACA). These guidelines are then enforced by our trained leadership staff.

- 3. Unlicensed Kitchen:** Kitchens at all four of our sites are licensed by the state they reside in and our Food Services Managers are trained through a program called “Serve Safe”. The facilities and staff are inspected annually by a state Health Inspector and every third year by ACA.
- 4. Illnesses in Food Services Staff:** Staff in the food services area must report any communicable illnesses, and then are removed from the schedule until they are well again.
- 5. Uncertain meal schedules:** In general, our sites provide 3 meals a day for our camper and retreat populations. Occasionally, groups request 2 meals; a brunch and supper, which we can sometimes accommodate. When our groups are “on trail” or packing out a meal, our regular training and guidelines apply.

## **Transportation (Wapo, Luther Dell, Ox Lake, Wilderness Canoe Base)**

Transportation in varying degrees occurs during our programs at our sites. This can include taking campers off site to a program location, or to another one of our sites. An example of this would be taking Wapo campers to Ox Lake Bible Camp to ride horses. In the event of illness or injury, it could mean transporting the camper or staff to a local clinic or hospital.

Transportation only occurs in vehicles cleared and maintained for camper passengers. We routinely use vans or busses.

### **What risks can be reasonably anticipated with transportation?**

- Accidents or illness while on the road
- Untrained drivers
- Drivers with poor driving records
- Camper alone with one driver
- Lost camper while off site

### **What have we done to manage these risks?**

#### **1. Accidents or illness while on the road:**

- Groups that go off site on a day trip are accompanied by at least one staff person who is certified in American Red Cross First Aid, CPR/AED or equivalent. Groups that go on longer multi-day trips are supported by a staff

person who is certified in American Red Cross Emergency Response, or equal.

- Emergency response procedure training is provided to drivers and staff who accompany off site trips; these include accident/illness, lost campers, vehicle breakdown, passenger control, etc.
- Staff are trained to follow a strict procedure of providing a list of camper names whenever they go off site.

## **2. Untrained Drivers**

- Drivers of vehicles larger than 15 passenger vans are required to have a CDL license.
- Drivers receive training on camp driving safety policies, emergency response plans and are familiarized with camp vehicles during the two week staff training period. Guidelines have been established in coordination with local and state laws, our insurance company (Church Mutual), and ACA national standards.
- Emergency response procedure training is provided to drivers and staff who accompany off site trips; these include accident/illness, lost campers, vehicle breakdown, passenger control, etc.

## **3. Drivers with poor driving records**

- All of our drivers have their driving record checked by our insurance carrier annually. Those who do not meet the standards are removed from driving duties.
- All drivers must be a minimum of 21 years of age.

## **4. Camper alone with one driver**

- Our transportation policy prevents a one staff person to one camper ratio.

## **5. Lost camper while off site**

- Drivers and staff who accompany campers on offsite trips are trained in the Emergency Response plans to be implemented in the event a camper becomes temporarily separated from the group.
- Drivers and staff are trained to manage campers in a public setting.

# **Health Care / First Aid (Wapo, Ox, Luther Dell, Wilderness Canoe Base)**

All of our sites provide Health Care staff and other staff trained in first aid procedures. The level and focus of this training varies by site in providing the necessary level to support specific programs. For instance, Wilderness Canoe Base staff receive Wilderness First Aid training – which has a focus on the emergency response necessary for remote Wilderness areas with

limited resources. Wisconsin State Law sets the certification at a minimum of American Red Cross Emergency Response, or equal certification.

Our Health Care policies and procedures are very thorough and regulated. The policies have been established in cooperation with local and state authorities. We have regular and on-going relationships with local clinics, hospitals, physicians, fire, police and emergency services. We are required to submit our Standing Orders to a local physician for annual approval. In addition to trained and certified Health Care Staff, we also train other seasonal staff in First Aid / CPR / AED. Our camps' Health Care Centers receive an annual visit from the State Health Inspector, and go through an accreditation process every three years with ACA.

### **What risks can be reasonably anticipated with Health Care / First Aid?**

- Medication dispensed improperly
- No First Aid coverage during camp activities
- Lack of necessary training
- Poor or incorrect diagnostic decisions

### **What have we done to manage these risks?**

#### **1. Medication dispensed improperly**

- Administration of Over the Counter (OTC) medications is detailed in our Standing Orders, which are developed by a local physician and reviewed and approved annually by a licensed physician.
- Prescription medications are collected from campers and staff and kept under lock in the Health Care Center at each site, and administered by Health Care Staff only.
- Prescription medication must come to camp in the original container, and include Dr. name, name of medication and dosing instructions.
- Medications must be listed on the camper or staff health form with parent/guardian signature.
- Policies and procedures for proper collection and administration of medications is covered in thorough training prior to campers arrival.

#### **2. No first aid coverage during camp activities**

- All camp activities, especially those involving an elevated level of risk are always supported by a staff person(s) with First Aid Certification. This coverage ranges from American Red Cross Basic First Aid / CPR / AED to a higher level of American Red Cross Emergency Response or Wilderness First Aid.

- In the event of an emergency, each site is supported by local First Responders and Ambulance, Police, Ambulance / Rescue Services.

### **3. Lack of necessary training**

- Health Care staff, special program staff, lifeguards and many general staff have varying levels of First Aid or Emergency Response certification provided by professional trainers.
- Site specific training for the camp Health Care staff is provided during the two weeks of staff training prior to each summer season. This training covers additional areas not covered by American Red Cross certifications; record keeping, medication collection, management and distribution, diagnostic option, communication with parents, and other general responsibilities for the Health Care Center.

### **4. Poor or incorrect diagnostic decisions**

- The Health Care staff are expected to perform diagnostic decisions only to the level their training permits. In situations where this is not enough, each site has communication procedures with the local hospital or other emergency agencies to be used when diagnostic advice is necessary for dealing with the needs of a specific camper or staff person.
- Parents or Guardians will be involved when the diagnostic decision warrants their involvement
- Health Care Staff are always encouraged to err on the side of caution, and make the call to parents /guardians or hospital for aid in making a decision for a specific situation.

## **Aquatic Activities(Wapo, Ox, Luther Dell, Wilderness Canoe Base)**

Aquatic activities are a favorite at our sites. Wapo's waterfront includes a swimming area, floating raft, canoes, and a pontoon for group rides or fishing excursions. Luther Dell also has a waterfront area available for swimming, canoeing and a pontoon for group rides or fishing. Ox Lake uses the waterfront at Wapo periodically, and also uses a swimming area in a small river adjacent to the Ox Lake property. Wilderness Canoe Base provides canoe excursions into the Boundary Waters Canoe Wilderness Area. Pontoons and canoes are used to move campers and staff from mainland to the Islands.

## **What risks can be reasonably anticipated with Aquatic Activities?**

- Death from drowning is the ultimate risk
- Near drowning
- Injury from overturned canoe or other swimming incident
- Unaccounted for swimmer or camper

## **What have we done to manage these risks?**

In this section, we will simply state our Aquatic Activities policies / procedures rather than address each of the individual risks.

- Our guidelines and rules are set in accordance with the State Codes for operation of Recreation / Education camps of Minnesota or Wisconsin, and the American Camp Association (ACA).
- ACA and state codes require us to control the access to aquatic events – this prevents campers from simply choosing to enter or exit the beach at their desire. They enter and exit the area through a monitored entrance.
- The number of swimmers or boaters is limited and regulated. This sometimes means splitting the populations into separate groups in order to accommodate the activity.
- Lifeguards at Wapo, Luther Dell and Ox Lake are certified by the American Red Cross. At Wilderness Canoe Base, lifeguards receive Wilderness Water Safety training which is more attuned to the risks that may present themselves in the wilderness.
- Lifeguards are monitored by the Aquatic Manager to make sure they perform their duties as directed by their training and certification.
- Lifeguards at the swimming beach are assigned at the ratio of 1 guard to 25 swimmers with a minimum of 2 lifeguards on duty at all times of operation. There are additional staff members at the beach who manage the access to the beach through a Buddy System.
- Staff and campers are required to perform a swim ability test prior to any aquatic activity. The result of this test will determine where the participant can swim (shallow or deep area) and also dictates the procedures to follow if they wish to canoe. Any camper or staff who chooses not to participate in the swim test will be restricted to shallow water when swimming and must be accompanied by a lifeguard when in a canoe.

- Lifejackets (PFD's) are MANDATORY for ALL waterfront activities – regardless of an individual's swimming ability.
- The Buddy System is incorporated at each of our sites so that we can quickly account for all participants when a Buddy Check is called by the Head Lifeguard. The campers are assigned a "buddy" when they enter the beach, and must present themselves with their buddy when the Buddy Check is called.
- A state representative makes an annual inspection of aquatic facilities and policies, and ACA does an inspection every three years.
- Ox Lake and Wilderness Canoe Base provide programs that include off-site canoeing programs. The staff assigned to those programs go through an intense pre-camper training so that they are familiar with the course to be taken, and responses to the normally foreseeable emergency situations.
- Lifeguards and other aquatic staff perform mock drills on emergency response and beach control to be more prepared in the event of an emergency.
- Each site provides rescue equipment and First Aid equipment / supplies for all aquatic activities.

## **Horseback Riding (Wapo, Ox Lake)**

We provide a horseback riding program at the Ox Lake site, which is available to both Ox Lake and Wapo campers. We offer programs for short, trail riding, and also a more intensive experience where the campers learn more about the care and history of horses, working up to more advanced riding opportunities. The trails are in a wooded area on wide and well cleared paths. Our riding program is managed by one of our year round staff members. As the Equine Program Manager, she is a certified member of the "Certified Horsemanship Association" and is responsible for the training and supervision of the wrangling staff.

### **What risks can reasonably be anticipated with Horseback Riding?**

- Runaway Horse
- Being stepped on or otherwise hurt by the horse
- Falling off the horse
- Injury while on trail
- Bee stings

## **What have we done to manage these risks?**

### **1. Runaway horse**

- The Equine Manager has developed and trained the wrangling staff on an Emergency plan. This plan is rehearsed annually.
- Horses that show a nervousness or tendency for being spooked are not allowed into this program.
- The stirrups on a saddle are designed to prevent campers from getting a foot caught.
- Trained wranglers are interspersed at strategic places along the ride.
- Riding trails are designed to eliminate as much outside interference as possible.
- Camp vehicles must give the right-of-way to the horse.

### **2. Being stepped on or otherwise hurt by the horse**

- Campers are not allowed unsupervised access to the horses, and they receive safety instructions regarding movement around horse, along with proper mounting technique prior to riding.
- Wranglers are always present and in control during mounting and dismounting.
- Helmets must be worn

### **3. Falling off horse**

- Trail rides are at a walking pace, with a wrangler located at front & back of riders. Campers are not allowed to gallop horses.
- Campers may choose not to ride if they are uncomfortable.
- The stirrups on the saddle are designed to prevent campers from getting a foot caught.
- Campers who are struggling and do not want to ride on the trail, may simply have the horse led around the corral area by a Wrangler.
- Helmets must be worn.

### **4. Injury while on trail**

- All of our Wrangling staff has American Red Cross First Aid / CPR / AED certifications.
- We have developed safety protocol and emergency response plans to help in the event of an emergency while on trail or in the corral where campers first meet the horses.
- Local ambulance service tours the trails and gives us recommendations as to handling emergencies until they can be present.

## **5. Bee Stings**

- Trails are managed and checked for situations that could cause a horse to bolt – including watching for signs of bee / hornet / wasp presence.
- Campers who have potential for anaphylactic reaction to bee stings are allowed to carry their epi-pen with them at all times.

## **Rock Climbing (Ox Lake, Wilderness Canoe Base)**

Ox Lake and Wilderness Canoe Base provide opportunities for rock climbing – outdoors, on real rocks. There are three levels of climbs so campers can go at their own level, and can gain some confidence before they try more challenging climbs. We use a dynamic belay system that helps prevent jolting injuries.

### **What risks can reasonably be anticipated with the Rock Climbing program?**

- Accidents or injuries near or in the climbing area
- Equipment breakdown
- Leader error
- Un-safe conduct by climbers

### **What have we done to manage these risks?**

#### **1. Accidents or injuries near or in the climbing areas**

- Areas used for rock climbing are inspected for safety prior to use with hazards removed or account for in some way.
- All belaying activities are done by trained staff.
- Communication between the belayer and the climber is instructed and practiced prior to climbing.
- Climbers all go through a preparatory session on how to climb safely and how to properly wear all safety equipment.
- We consistently use the same places in order to become familiarized with the specific climbing area and surrounding area.
- Areas are designated as “viewing areas” or “active climbing areas”. The active climb area requires participants to wear protective headgear and follow all of the safety rules.
- Helmets are mandatory for climbers and others in the climbing areas.

## **2. Equipment breakdown**

- All equipment is inspected regularly and at different times in the cycle; before, during and after.
- Each piece of equipment is tracked by number of uses. Items are replaced when the number reaches a pre-determined amount.

## **3. Leader Error**

- The Rock Technician has extensive rock climbing experience and must successfully complete a training program through the University of Minnesota – Duluth or equal. In addition, trained staff are the only ones who perform Belay functions.

## **4. Un-safe conduct by climbers**

- Climbers receive detailed instructions regarding safety of themselves and others regarding the different functions of climbing. If the climber displays un-safe actions which may cause harm to themselves or others will be corrected. If the climber is not willing to make immediate corrections, they will be removed from the element.

## **5. Slips or Falls**

- All climbers are required to wear safety harnesses and helmets.
- All participants, whether climbing or just in the area of the climb, must wear helmets.
- The Climber and the Belayer are trained in proper communication techniques so that they both know what the other is doing.
- Trained First Aid are required to be on site during climbs.

# **High Ropes Challenge Course (Ox Lake, Wapo)**

Our High Ropes Course is a system of poles, cables, and ropes that create challenges, which in some cases are up to 40 feet above the ground. Our course was constructed by Adventure Based Experiential Educators, Inc. (ABEE), a nationally recognized challenge course builder, trainer and operator. Our course was used for the first time in 2007. The systems at our course are set up to address the physical, mental and emotional safety of the participants, while at the same time having fun.

### **What risks can reasonably be anticipated with the High Ropes Program?**

- Structural Breakdown
- Errors made by Instructor / Leader
- Unsafe conduct by participant
- Equipment Breakdown

- Slips or falls

### **What have we done to manage these risks?**

#### **1. Structural Breakdown**

- The course builder, ABEE, comes to our site annually to perform a complete course inspection.
- Our camp performs three inspections throughout the year to intentionally check all mechanical connections.
- Prior to each use, there is a visual check of the facilities.

#### **2. Errors made by Instructor / Leader**

- All leaders are trained by the course builder, ABEE, in a week long training session during our pre-season staff training.
- Leaders are observed and monitored by the overall course Director.
- There is a mandatory ratio of Instructor to participant, along with a minimum of two Instructors at each activity.

#### **3. Unsafe conduct by participant**

- Participants go through low challenge elements to prepare them for the High Elements, in addition to warm up exercises.
- Course rules, commands and participation techniques are communicated with all participants.
- Participation is strictly “voluntary”. No one is required to participate if they are not comfortable.
- Participants will be denied access to the High Ropes Elements if they do not follow all of the rules, or if they pose any risk to themselves or other participants.

#### **4. Equipment Breakdown**

- Note the requirements of “Structural Breakdown” above.
- All equipment used is specifically designed for High Ropes Elements.
- Proper storage is provided to keep equipment out of the elements.
- Initial construction was performed by ABEE.
- Number of uses of equipment is charted and replaced when the number reaches a pre-determined maximum.

#### **5. Slips or Falls**

- All climbers are required to wear a safety harness and helmet.
- All participants, whether climbing or on the ground wear a helmet.

- Both the Climber and the Belayer are trained in proper communication techniques so that they both know what the other is doing.
- Trained First Aid Staff are required to be on site during participation in ropes elements.