

Furry Friends Pet Assisted Therapy  
Captain's Handbook

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# **Furry Friends Pet Assisted Therapy Services**

## **Introduction**

This Captain's Handbook contains the specifics of what it takes to Captain a Furry Friends Visit Team. In addition, we have included some of the more general information about Furry Friends in case you are asked questions by the Site, your Team, or other interested parties.

## **Mission Statement**

The Furry Friends mission is to consistently facilitate delivery of the love and affection of our volunteers and their pets. We enhance the lives and touch the hearts of people with special needs.

## **Purpose**

Our volunteers work as teams to bring Furry Friends on visits to people who live in various kinds of institutions, e.g. nursing homes, facilities for disabled or seriously ill children, hospital rehabilitation wards, the Children's Shelter, psychiatric facilities, etc. Currently our visits to facilities are in Santa Clara, Santa Cruz and San Mateo counties, California.

## **Background**

Furry Friends Pet Assisted Therapy Services (FF PATS) was begun in 1983 by Judy Kell, whose nine year old daughter came down with a rare and aggressive form of cancer that eventually took her life. Judy noticed that one of the very few things that lifted her daughter's spirits was the interaction with her cat.

Judy, a veterinary technician by profession, consulted with Dr. John Quick, a veterinarian in Morgan Hill and together with Dr. Cecil Agee, a pediatric physician, approached Lucille Packard Children's Hospital with the idea of bringing animals to the hospital. This was the first visitation of Furry Friends Pet Assisted Therapy Services.

# Captain Duties

## Site Selection

With site selection two scenarios could occur.

1. A site might have already been approved by the Board, but a Captain has not been selected. You are interested in taking on this role.
  - a. A variant of this is taking over an existing site. While not a new site, it would have been already approved and in operation.
2. You were involved in getting the new site location up and running and would also like to be the Captain for this new site. \*\*

Regardless of which of the two events occurred you would like to take on the Captain role.

\*\*All prospective sites must submit a completed application and fee to the FF Administrator. A Board Member is assigned to contact the site and arrange a visit. This includes both a meeting with the Site POC and a review of the site itself. The Board Member reviews Furry Friends Policies and Procedures with the Site. Following that meeting, a recommendation for approval is acted upon by the entire Board. If approval is granted, a captain is recruited (or has already volunteered pending approval of the site), and the specifics of the visit (day, time, number of animals) and the FF administrator will advertise the new site recruit team members.

A brief note on taking on a pre-existing site. If available, it would be useful to discuss the site with the former Captain. If not possible, a Board member or existing Site Volunteer could also provide your insight into the site environment and operation of the visit.

Finally, if you don't have a site to Captain, but are taking the Captain Class in preparation for an opening, we look forward to helping you find placement at a site. Should you have a Site in mind that is new you can contact the Site Coordinator for an Introductory Letter that will introduce the Prospective Site to Furry Friends PATS.

## The Site

Each site will have a POC that will be responsible for all aspects of the visit to the site. The Captain will work with the POC to select the ideal time and day of the week for the visit. In addition, any special requirements for the visit will be identified. Some sites require additional background checks, additional shots for the FF, and/or special paperwork for the visit. It is imperative that the Captain maintain a solid ongoing relationship with the Site POC as over time Site requirements may change or the POC may change. Once arrangements are clear the Captain can move forward to getting members for their team.

## The Selection Process

The Team Captain can now work with the Membership Administrator and our Pet Behaviorist to select members for the team. This should start with review of candidate evaluation forms. After review of this material the Captain can make further inquiries on details of the comments on those forms. The Captain should then contact prospective members with the information on the Site, Visit Time and Date, and other pertinent details. Once the Team is put together the Captain will need to notify the Membership Administrator with the details of the team. Any changes require notification to the Membership Administrator.

## Our Programs

### General Visitation Program

This entails a team comprised of a Captain/Co-Captain, Handlers, and their Furry Friends. Prior to the visit the Captain will typically send out a reminder to the team. This notification can be done by Email, an online Invitation application, or any other means. The reminder/invite contains any changes for the visit, visit time, and a reminder to wear their FF shirt, badge, and utilize the FF leash.

A typical visit involves:

- A meet and greet about 15 minutes prior to the actual visit time. This familiarizes the pets to each other and settles the pets in preparation for entering the facility.
  - This activity is highly recommended to be done on every visit. We also highly encourage your handlers to be on time! Tardiness disrupts visits!
  - *New Volunteers* will not bring their Furry Friend to the first visit. They should observe the routine.
- Attendance as to who is present on the team.
- Leading the team into the facility and ensuring any entry criteria for the site is taken care of.
- During the visit the Captain is aware of the surroundings, environment (weather, security, and hazards), Handlers and Pets, and any other components that could potentially impact the visit, attendees, handlers, pets, etc.
- The Captain ensures that if anything could impact the successful carrying out of the visit that this is taken up with the Site POC, and also is reported to the Furry Friends Board.
- During the visit the Captain monitors the team for any behavior issues for Handler, Pet, or Attendees. In the case of Handler or Pet issues the Captain needs to determine severity of the issue in order to take action immediately or after the session. Examples requiring a report is dog to dog contact and dog to human contact; and any air snapping or similar activity. There are many other potential scenarios requiring a report, send a note to the Board if you have any questions. **The Captain will need to fill-out the Unacceptable Behavior Incident Report, should the incident require an action (see form in appendix).**

- After the visit is complete the Captain will walk the team out and complete any sign out processes that the site might have. The Captain may also communicate at the start or end of the visit any communications that the Furry Friends organization may have sent to the Captains (Newsletter, Process Changes, New Forms, Handler Commitment changes, etc.).

### On Leashes/Collars...

- Any collar is OK, with a just a few exceptions:
  - No pinch/prong collars ever on any team or visit for any reason. It is OK to use a traditional, metal, choke chain, martingale collar (either with or without chain) for indoor, leashed visits AS LONG AS THE SITE AND YOUR TEAM CAPTAIN ALLOW IT. It is up to a captain/site's discretion; if they feel metal on a collar is an issue, then they can request that a flat collar be used, or a nylon martingale instead.
  - If you are on an off leash or outdoor visit, choke chain style collars are not to be used because they can result in injury to your dog should they get caught on playground equipment, sprinklers, or another dog during play. ***Electronic collars are never to be used on a Furry Friends team or visit at any time.***
  - You may use a flat buckle or clip collar of any material, Halti, Gentle Leader Head Halter, body harness, or no-pull harness of any kind.
- You are to use your purple, Furry Friends leash for all visits. If you need a replacement leash at any time, just ask. Your leash is to remain in your hand, under your control, at all times.

### Off Leash Visits

In addition to the information provided under General Visits, the Off Leash visits provide a unique experience for the attendees. There is a higher degree of interaction with the FF. Attendees can play fetch with the FF as well as many other potential interactions.

This type of visit requires a higher level of voice control by the handler with their FF, with the recall command being primary. Off Leash handler/pet teams are evaluated in the Off Leash class. Our pet behaviorist will provide evaluations to the Off Leash Site Captains. Each of the Furry Friends Off Leash sites has unique environments in which the FF will participate. It is key for the handler to be well informed about the site, and to make a pre-visit without their FF. The Captain's key role is safety for everyone, so careful monitoring during the visit is required.

## Reading Buddies Program

This is another unique experience for the Handler/Pet team. Handler and Pet must pass the Reading Buddies Program training before starting in the Program. The evaluation by our Pet Behaviorist will be provided to the Captain. This evaluation is key to the Captain as only the most well behaved Pets can participate in this Program.

This Program provides a unique opportunity for readers to read to the FF. The reader is in close proximity to the FF, and it is imperative that the handler continue to hold the leash of the FF. This visit occurs indoors either in a classroom or library venue. The Captain must be very aware of any negative interactions between FF's as well as between FF and readers. Any conduct issues should be brought up to the Board.

## Special Events or One Time Visit - For your reference

While these events are not "Captained" they usually have someone that is coordinating the event. Any FF Member can act as a Coordinator for a Special Event. All of these events are handled as on-leash visits, and all the basic rules that apply to a General Visit apply to the Special Event. This includes wearing the authorized FF shirt and badge, use of the FF leash, no treats, etc. All events must have prior approval by the Board, even if these are one-time events. If the Member or Captain is presenting about, or representing Furry Friends, the event must be submitted for approval. It can be in the form of a simple email to [admin@furryfriends.org](mailto:admin@furryfriends.org). Handler and Pet commitments still apply. Examples of Special Events include:

- Bark in the Park
- Santa Clara Law School Finals Relief
- Los Gatos Holiday Parade
- Barnes and Noble Gift Wrapping Fund Raising

"Special Visits" or One Time Visits are still required to be a Team visit. This is not for one-on-one visits as our insurance does not cover these types of visits. Additionally, our current sites may approach you for a Special Visit or One-on-One, this kind of request can only be met as a Team and must still be reviewed by the Board if it does not conform to a routine visit (an acceptable change would be a move of the date of a routine visit due to a conflict – this is not a Special Visit – and it does not require Board Approval).

Generally speaking the Board approves Special/One Time visits for situations that clearly leverage our pets for Therapy. Stress Relief for Finals, A special reading visit to a school, or similar. We do not go to events that are utilizing our pets for show, or for performances, etc.

Please allow about four weeks for Board Approval any Special or One Time Visit.

## Om Going Team Captain Responsibilities

The Team Captain is responsible for ensuring that the Handler Commitment is maintained as long as the Handler and Pet is a member of your team.

The Team Captain, while not responsible for tracking vaccinations, is responsible for not letting a pet with an expired vaccination attend a visit. In addition, our Membership Administrator sends out information about rosters, dues, vaccinations and other pertinent data that needs to be reviewed by the Captain. The Captain must also ensure that contact information for the Handler remains current. Attendance must also be sent to the Membership Administrator on a regular basis.

On-Going Duties Include:

- Ensuring that members without current vaccinations do not visit
- Ensuring that members whose dues are not current do not visit
- Contact information is current
- That ongoing communications is maintained with the Handler

(Note- It is the Handlers responsibility to ensure that their Membership, Vaccinations, etc. are current with the FF Membership Administrator)

## Site Visit Photos

In most cases pictures are not allowed without prior authorization from the site. In the cases where this clearance has been gained the conditions of the approval are typically shared with the Captain. In the case where Furry Friends is taking the photo we have a Polaroid style camera that is used to take an instant picture of the visitor with the pet. This photo is then handed over to the visitor as a keepsake of the visit. In other cases the site may have made special arrangements for photos to be taken. They often will have visitor sign a release. It is up to the Handler if they wish to be in a photo or not. The Captain is responsible for ensuring proper use of the camera and the disposition of the photos.

## Core Values

The Captain must understand and ensure compliance with the Handler Code of Ethics, Handler Commitment, and Handler Responsibilities and Qualifications. These three elements provide the basic foundation for compliance with HIPAA regulations, proper behavior of Handler and Pet, Facility Behavior, and other core competencies that ensure that Furry Friends is represented well and that we have the finest of volunteers. Any situation that might arise that you feel is not covered; please do not hesitate to contact the Board.

In the brief time prior to the visit the Captains should make a quick assessment of the handler and pet to determine that both appear in a “good” condition for the visit.

## Annual Site Visit

We encourage all Team Captains to have an Annual Site visit/meeting with the Site POC. You may want to invite a Board Member or the Pet Behaviorist (Requires Approval by the Board) to review how the year went. This allows for you to reconnect with the Site POC and see how you can improve the visits or keep them at the successful level that they are at.

## Sample Issues

The following are scenarios that could come up during your Captaincy.

- Two Furry Friends started to growl at each other. I separated them, but following the visit they continued as we exited.
  - You have several options: 1) Contact the Pet Behaviorist (Visit requires Board Approval) for recommendations and advice; 2) You can separate the FF after discussion with the parties involved.
- A Handler continues to try and sneak treats to her pet during a visit.
  - The policy is clear and applies to all FF; there are no treats to be used during visits. Treats can also not be provided by any of the attendees. Recent incidences with Pet to Pet interaction caused events that could jeopardize our insurance. It was deemed by the Board to be more important to maintain insurance and our visits, than to retain treats.
- An attendee started to talk about their condition, as well as other intimate details about her family. The attendee wanted to establish more than a just once a month visit.
  - While we remain compassionate about the attendee's situation (and we must be good listeners) our job is to facilitate a bonding with the Pets. If we can carefully manipulate the conversation towards the Pet that would be in the best interest of all. Members can only represent Furry Friends during official Team or Special Event Visits, anything that occurs outside of this visit is *not authorized by Furry Friends*. If a volunteer chooses to visit the facility or a resident outside of the scheduled team visit, they do so under their own auspices and may not represent themselves as a Furry Friends member during that visit.

# Organization

## Non-Profit

Furry Friends Pet Assisted Therapy Services is a registered nonprofit corporation and governed by its Board of Directors. All Board meetings are open to the public. We are a volunteer organization. Our volunteers help administer, manage and deliver our services. The organization is a registered 501(c)(3); for further information please contact our Financial Officer.

## Board Roles and Supporting Staff

Each member of the Furry Friends PATS Board is available to help you succeed in your role as Captain. While we have listed the general roles of the Board, you can still free to contact any of them for assistance. The Board Email contact list can be found in the Appendix of this document, for the latest information please always refer to the Furry Friends Web Site.

### President

Overall responsibility for the Organization.

### Vice-President

Backup for the President

### Secretary & Treasurer

All financials for the Organization, as well as maintenance of Board records.

### Communications Director

Fields calls to the Furry Friends 800 number, as well as answering other questions that come into the Furry Friends via other means.

### Marketing and Business Development Director

Covers all facets of Fund Raising, Promotion of Furry Friends at Events, Supports New Member Training, and Café Press Fund Raising.

### Site Administrator and Program Director

TBD – Performs site reviews, Membership compliance

### Pet Behaviorist (Support Staff)

Conducts monthly etiquette class for new volunteers and performs animal evaluations to determine if the Handler and Animal can work as team in the varied situations that comprise the Furry Friends Therapy Program

### Committee Coordinator (Support Staff)

TBD - Reports to the full Board on committee's decisions/recommendations

**Membership Administrator and Database Manager (Support Staff)**

Coordinates new members to assignments, Coordinates dues, Maintains membership information in the database

**Policies and Procedures Director**

TBD - Maintains the rules and regulations for the organization. Ensures currency with current state and local guidelines, Maintains consistency between By-Laws, Insurance, and Program (Member, Board, Captain) policy, regulations and guidelines.

## **For Reference: Pet Assisted Therapy How It Works**

Through the human/animal bond, Furry Friends Pet Assisted Therapy Services offers comfort, compassion, support, and companionship to children and adults during serious disability or confinement. The benefits of our animal/volunteer visits include:

- Our pets act as bridges, increasing the interaction between clients and between clients and staff.
- During the visit, clients and staff initiate the sharing of stories about their favorite pet.
- Activity Directors report that these conversations continue long after the visit.
- The visiting pets provide an emotional release as clients and staff can laugh at their playful antics.
- The lives of those we visit revolve around pain, illness, or troubles. The visits from our furry friends provide a distraction that is restful and positive.
- The client has an opportunity to be the caregiver instead of the helpless recipient, to be the nurturer and to feel needed.

## **Membership**

Qualifications for Furry Friends begin with a friendly dog, cat, rabbit, and others (contact Furry Friends for other approved furry friends), any breed or mix, and an owner/handler who has a desire to share it with those who are no longer able to own a pet, or are in a health facility separated or away from their pets.

## **The Process**

### **Step One**

Go to our website

Our process begins with the required 90-minute Pet Behavior Etiquette Class with your pet, which is administered by a Furry Friends approved instructor. This class includes a handling portion which tests your pets overall temperament and your handling skills, as well as overall suitability for therapy work. During the course, much of the contents of the Furry Friends Handbook will be covered.

**The following items are things you will want to bring with you to the Etiquette class (if you have not submitted it with your membership application):**

- Copy of proof of rabies vaccination
- Water for dog
- Bag for clean-up
- Paper towels

If you and your pet pass, you move to the next step of visiting a selected site. Initially your first visit will be without your Furry Friend. You will bring your Furry Friend on the next visit. Each therapy team has a Team Captain who is responsible for that visit. This ensures that all Furry Friends volunteers maximize the delivery of their love and the love of their pet(s) to carry out the mission of the organization, as well as maintain the good reputation of Furry Friends Pet Assisted Therapy Services. You will be contacted by the Captain of your selected site prior to your initial visit. The Captain of your team will work with you to familiarize you with the site, and any special information in handling for that site.

### **Cost of Membership**

The cost for annual, after the first year, membership is \$40 for an individual and \$60 for a family membership. Each prospective member will need to attend the Etiquette class in order to attend visits. The Etiquette class, Off Leash Class, and Reading Buddies Class cost \$20 each to attend. Additional details for fees and classes can be found at <http://FurryFriends.org>.

### **Term of Membership**

In general the term of the membership is one year, December through November (Fiscal year through 12/1). Dues notices are sent out in advance of the end of the term. Dues must be sent in prior to the end of the term in order to continue membership.

If financial hardship impacts submission of dues we ask that you contact our Membership Administrator who can advise you about the process for single year waiver (Requires Board approval).

**The next sections have to deal with Handler Responsibilities, and as the Captain you need to be familiar with these requirements. You are the eyes and ears of our organization; as such you are our enforcement of these critical requirements. Please ensure that you are very familiar with these requirements.**

### **Handler Responsibilities & Qualifications**

- Must have the ability and desire to work with your pet while visiting with adults and children who may have physical and/or emotional challenges.
- Must be friendly, patient, and possess good communications skills.
- Attend visits regularly. Please be on time. This shows respect to the other volunteers and clients that we visit. If you are unable to attend a visit, please inform your team captain.
- Be responsible for your pet at all times. Stay with your pet and in control of the situation. All Furry Friends must be on a 4 foot leash (except on approved off-leash sites). Retractable or Flexi-Leashes are not allowed on PATS visits.
- Facilitate the person's touching, holding, or other interacting with both pets and volunteers. Encourage people to talk and share their feelings and experiences.

## Handler Commitment

We ask for a commitment of two hours per month (including transportation).

Transportation is the responsibility of the volunteer.

- You may sign up for as many teams as you wish. However, each Team Captain can reasonably reject a new volunteer based on the Pet Behavior Evaluation and/or the pet's behavior during a visit, or a personality conflict with the volunteer.
- Membership is a privilege, not a right, granted by the Furry Friends Pet Assisted Therapy Services Board of Directors through the various committees appointed to represent and protect the interests and safety of the organization. Furry Friends Pet Assisted Therapy Services reserves the right to deny, revoke or not renew membership. (See Note at end of section)
- The minimum age for Furry Friends volunteers is 12; members between the ages of 12 and 16 must be accompanied by an adult (parent or other responsible adult) who is also a Furry Friends member. Please note that some of our sites have their own age restrictions and do not allow any visitors under the age of 18.
- Therapy teams must strictly adhere to all rules and regulations in each facility. If these rules are unclear, ask a staff member or activities director to explain them. FF PATS members will not provide chemical substances or apply them to their pet. Substances include, but are not limited to, hand sanitizers, hand wipes, or lotions, unless authorized by the facility. Do not give food, water, or assistance to a patient or resident, even if asked. Notify a staff member if help is needed.
- Read and obey all warning signs on room doors, such as "ISOLATION" or "INFECTIOUS, DO NOT ENTER." Handlers must stay alert to their surroundings at all times.
- FF PATS member/handler must know and strictly adhere to the facility policy concerning pets on any furniture, including, but not limited to, chairs, couches, wheelchairs, beds, physical therapy beds/pads, using clean linens on the lap or bed either provided by the facility or personal pads brought along, etc. Therapy pets are not allowed onto any occupied bed, chair or wheelchair unless that practice is allowed by the facility and the resident/patient has given permission. Only with this permission, may the handler lift the pet onto and remove it from the occupied bed, chair or locked wheelchair in the same fashion without injury to the resident/patient. The handler must also control the pet's head while in this position. Be cautious with patients who might have existing or recent injuries or surgery with regard to placement of the pet so as not to cause an injury with the pet's feet or body weight. Always ask if the person has a sore spot or if there is an area which you should avoid when placing the pet. Remember to watch for tubes, lines, and other medical equipment.
- Pets may not precede handlers down halls, around corners, at doorways, or doors at stairways. Stand back while waiting for an elevator door to open. When the door opens, wait to assure safe exit of passengers. If the elevator is occupied, the handler must ask permission to enter with the pet.
- Member/handlers must not make or receive calls or text messages using a cell phone inside a facility. Pagers and cell phones must be set on silent or vibrate

- while inside a facility. If the use of a phone becomes necessary, handlers must excuse themselves temporarily and complete the call outside the facility.
- Observe all rules of privacy and confidentiality as required by HIPAA. Never discuss a patient's health or personal issues with the patient or anyone else. Photos may not be taken without prior written permission of the subject (or guardian) and a representative of the facility.
  - FF PATS members may not provide information to others in regard to whether expenses resulting from volunteer activities are tax deductible. Anyone having questions about whether certain expenses are tax deductible should be told to seek the advice of their tax preparer or the Internal Revenue Service, not other FF PATS members, the board of directors.
  - If an incident or injury to an employee, resident, or visitor in the facility occurs while representing FF PATS:
    - Immediately contact the facility's supervisor on duty.
    - Document the incident on all required forms for the facility.
    - Immediately contact the FF PATS and report the incident. If after hours or weekend please leave a voice message and make contact with the FF PATS office during the next business day.
  - Furry Friends has a number of sites that have direct interaction with children. Furry Friends is being pro-active in ensuring that our volunteers that work with children are not registered on the Megan's Law Web Site. California's Megan's Law provides the public with certain information on the whereabouts of sex offenders so that members of our local communities may protect themselves and their children. The law is not intended to punish the offender and specifically prohibits using the information to harass or commit any crime against an offender.

**Note: At the discretion of the FF PATS Board of Directors, a handler/Pet team will be asked to temporarily or permanently refrain from further visits under the name of FF PATS if they fail to comply strictly with these Rules and Regulations (or) as provided by Article III Section 4 of the FF PATS By-Laws. Should this action be necessary, the handler will be requested to return the official FF PATS identification cards to the corporate office of FF PATS.**

## Code of Ethics

Furry Friends Pet Assisted Therapy Services (FF PATS) is committed to a code of ethics that will guide the performance, conduct and behavior of its board and members. This code will ensure that the professionalism of our organization is reflected in the operation of our volunteer activities and that FF PATS members will adhere to the Rules and Regulations and this Code of Ethics or will be held accountable for their actions.

1. FF PATS members shall maintain high standards of honesty, integrity and impartiality, free from any personal considerations, favoritism or partisan demands.
2. FF PATS members shall be courteous and considerate when dealing with the public, realizing that we serve the public.
3. FF PATS members shall maintain mutual respect and professional cooperation in their relationships with other FF PATS members.
4. FF PATS members shall act cordially and professionally towards all other registered therapy teams regardless of registry.
5. FF PATS members shall be firm, fair and consistent in the performance of their volunteer duties and shall treat others with dignity, respect and compassion, void of all retribution, harassment or abuse.
6. FF PATS members will at all-time conduct themselves in a manner that will not bring discredit or embarrassment to the organization.
7. FF PATS members shall report without reservation any witnessed infractions of FF PATS Rules and Regulations or unethical behavior that could affect either members or the integrity of FF PATS
8. FF PATS members shall not abuse their position, education or professional title(s).
9. FF PATS members shall not solicit from anyone for their services, either directly or indirectly, anything of economic value, such as a gift, gratuity or favor.
10. FF PATS members shall not use the FF PATS name, logo, slogan or 501(c)(3) Tax Identification Number without approval by the board of directors.
11. FF PATS members will not discriminate against any person, facility employee or any member of the public on the basis of race, gender, creed, sexual orientation or national origin.
12. FF PATS members will not sexually harass or condone sexual harassment with or against any person.
13. FF PATS members shall not misrepresent their therapy pets as service pets for the purpose of gaining public access to planes, restaurants, public buildings, stores, etc.
14. FF PATS members, who choose to engage in behaviors/activities outside of the guidelines without an approved exception, must remove the official FF PATS ID from the pet/handler and notify the facility supervisor that FF PATS insurance is not in effect for the duration of that behavior/activity.

# Appendix A1

## Forms

Attached below is the Unacceptable Behavior Incident Report.

## **Appendix A2**

### **Aggression/Abusive Behavior**

FF PATS has a zero-tolerance policy for any pet displaying unprovoked aggression towards humans or other pets and for any handler displaying menacing or abusive behavior while on a visit. In each case, the dog or team will immediately be placed on suspension to allow time to determine if their membership will be revoked.

## **Appendix A3**

### **Current Email Contact List (Board and Support Staff)**

Board President	<a href="mailto:president@furryfriends.Org">president@furryfriends.Org</a>
Board Vice President	<a href="mailto:vicepresident@furryfriends.org">vicepresident@furryfriends.org</a>
Board Secretary	<a href="mailto:secretary@furryfriends.org">secretary@furryfriends.org</a>
Board Treasurer	<a href="mailto:treasurer@furryfriends.org">treasurer@furryfriends.org</a>
Membership Administrator	<a href="mailto:admin@furryfriends.org">admin@furryfriends.org</a>
Pet Behaviorist	<a href="mailto:critterdoctor@furryfriends.org">critterdoctor@furryfriends.org</a>