

COYOTE HILL

VOLUNTEER
HANDBOOK

And

VOLUNTEER
DUTIES

INTRODUCTION

Welcome to Coyote Hill Christian Children's Home. We are very happy that you have decided to contribute your time and talent, and trust that your involvement here will be a rewarding experience, as well as an opportunity for personal growth.

This handbook and policy and procedures have been developed to provide the information you will need to serve as a volunteer. It contains a description of the services offered by Coyote Hill, the philosophy of the volunteer program, some general policies and procedures of this ministry, your responsibilities as a volunteer, and what to do if you have any difficulties or questions in the course of your volunteer service.

It will be helpful for you to keep your copy of the Volunteer Duties and any other materials you receive through training, etc., in this handbook.

THANK YOU FOR VOLUNTEERING!

You are a very important part of the total program of Coyote Hill Christian Children's Home.

PHILOSOPHY OF THE VOLUNTEER PROGRAM

The volunteer program at Coyote Hill is based on the belief that volunteers can play a valuable role in the functioning of the ministry. Our aim is to provide quality experiences for the volunteer, with numerous opportunities for service and personal growth. In this way, Coyote Hill seeks to minister to the volunteer, as well as benefit from the volunteer's ministry.

We believe that the volunteer should take his/her role seriously, recognizing the importance of the tasks assigned; whether or not they involve direct contact with the children. The involvement of the volunteer worker is not based on convenience, but on commitment.

Volunteers have a specific role and purpose with Coyote Hill. Each volunteer is treated individually with valuable skills and talents. The volunteer can expect a definite work assignment to compliment the efforts of the paid staff.

The volunteer is encouraged to use his/her faith, particular interests, talents, and skills in his/her work as a volunteer. As this occurs, Coyote Hill benefits from the utilization of the most appropriate placement for each volunteer worker.

STATEMENT OF HISTORY AND PURPOSE

Coyote Hill is a professional home of love for abused and neglected children; and also for children whose families just need a chance to regroup and get a fresh start. We provide licensed counseling and professional social work services. Each child receives physical support, emotional support, education, and opportunities for individual growth and spiritual growth.

The program is aimed directly at breaking the vicious cycles of abuse and neglect, and building in their place cycles of success — success as a mom or a dad; as a husband or a wife; and as an individual who will make a viable and valuable contribution to the community to which they will return. We not only work with broken families of today, we work to build successful families of tomorrow.

We provide the child with a safe and healthy place to grow, to learn, to laugh, to love; and to understand what it means to have a life that is full and complete. We are ***A Place to Be a Child.***

Founded in 1991

Coyote Hill Christian Children's Home was founded in 1991, by Larry McDaniel and his late wife Cathy, along with an active Board of Directors. Larry still serves as the Executive Director today. In July of 1997, the first new home was completed, designed and built according to Missouri state licensing regulations. This home was named, Cathy's Home.

Second Home Completed 1999

Coyote Hill is located on 150-acre property donated by Mark and Laurene Zimmer. In the fall of 1999, a second home was completed and named and dedicated in honor of Mark and Laurene, and their family; The Zimmer Home.

Third Home Completed 2000

A third home, known as the Hubbell Home, was completed in September of 2000. Built in honor and with the generous support of Ira and Gail Hubbell and their family, this home has been a wonderful addition to our ministry and service to families.

Fourth Home Completed 2011

The Wright Home, a home for 8 more children, was completed in 2011. The home is named in honor of Bentley Wright, and contains an elevator to allow Coyote Hill the ability to care for children with disabilities.

Indoor Arena Completed 2011

Thanks to the generous support of Doris Overton, in honor of her late husband Jack, we constructed a barn & arena. The Overton Arena contains 14 horse stables, and a large indoor riding arena. This allows our Equine Program to run year-round and hosts other children's homes & youth groups.

PROGRAM DESCRIPTION

The **Residential Program** serves children ages 3-19. In addition to the basic necessities of food, clothing, shelter and medical care; the children also receive individual, family and group counseling, education, a structured environment and recreation, all within a Christian-family environment. Each home houses 8 children, and two child care workers who serve as full-time Home Parents. The home is operated similarly to a typical family unit. The initial goal is the reunification of each child with their biological families. If that is not possible, the development of an alternative family structure is the focus.

Emergency Care Program: Coyote Hill also provides short-term residential care for children, ages 3-19, requiring shelter due to abuse, neglect or some other problem that prevents their living within the care and/or custody of their natural family, or some other type of long term living arrangement. Services provided include 24-hour intake services, room and board, short-term counseling, constant staff supervision, recreation activities; all within a Christian-family environment.

The **Sponsoring/Visiting Family** is a program whereby the Children's Home secures families who will serve as a visiting resource for children in care. The focus of the Sponsoring/Visiting Family has two main goals:

1. To allow children who have not had a good experience with their own family to have experiences with a healthy and loving family unit.
2. To provide off site experiences for those children who have limited opportunities to leave the campus.

DEFINITION OF A VOLUNTEER

Webster's Dictionary defines a volunteer as a friend. A friend is "one who is on the same side in a struggle."

While Coyote Hill looks for many different qualities in a volunteer, one requirement for everyone here is to be a person of high ethical and moral character. That standard requires that you avoid any behavior that might adversely influence the children, our supporters, or the public perception of Coyote Hill. In other words, every person here must avoid "*even the appearance* of any impropriety."

Coyote Hill Christian Children's Home utilizes three types of volunteers:

(1) Project-Driven Volunteers (2) Home-Based Volunteers (3) Child-Partner Volunteers

1. Project-Driven Volunteers

An individual or group of individuals who provide a one-time service to Coyote Hill Christian Children's Home and are never alone with the residents. Projects may include: painting a room, organizing group games for the children, spring cleaning for a home, etc.

Qualifications:

1. Maintain high ethical and moral character,
2. Arrange visit time and project with Executive Director, Volunteer Coordinator or Program Director.

2. Home-Based Volunteers

A Home-Based Volunteer is an individual or group of individuals who provide service to Coyote Hill Christian Children's Home on a consistent basis and are never alone with the residents.

Qualifications:

1. Maintain high ethical and moral character,
2. Have completed volunteer application,
3. Willing to commit for a defined period of time,
4. Have one reference from a church leader (pastor, small group leader, etc...) or Coyote Hill employee,
5. Agree to a Children's Division Child Abuse/Neglect Screening,
6. Attend an orientation period.

3. Child-Partner Volunteers

The Child-Partner Volunteer is an individual who visits on a regular basis and has the opportunity for one-on-one contact with a resident.

Qualifications:

1. At least 21 years of age,
2. Maintain high ethical and moral character,
3. Have completed volunteer application,
4. Willing to commit for a defined period of time,
5. Have one reference from a church leader (pastor, small group leader, etc...),
6. Agree to a Children's Division Child Abuse/Neglect Screening,
7. Agree to a driver's license (background) check,
8. Attend an orientation period,

9. Willing to participate in training programs as needed.

4. Intern

Webster's Dictionary defines an intern as an advanced student or graduate usually in a professional field (as medicine or teaching) gaining supervised practical experience (as in a hospital or classroom).

Coyote Hill Christian Children's Home utilizes interns in various aspects:

- (1) Event Planning
- (2) Grant Writing
- (3) Treatment Plan Creation & Reviews
- (4) Assessments
- (5) Direct Care Services
- (6) Groups
- (7) Individual Work with youth
- (9) Program Development and Assessment.

Qualifications:

1. Maintain high ethical and moral character,
2. Have completed volunteer application,
3. Willing to commit for a defined period of time,
4. Have one reference from a church leader (pastor, small group leader, etc...),
5. Agree to a Children's Division Child Abuse/Neglect Screening,
6. Agree to a driver's license check if you 21 years old or older,
7. Attend an orientation period,
8. Willing to participate in training programs as needed.

POLICY

Coyote Hill Christian Children's Home will use volunteers to provide services for the benefit of the ministry and its residents. All volunteers shall comply with all standards of qualification, orientation, and training; and shall be given evaluations per our standards and policy.

WHAT YOU CAN EXPECT FROM COYOTE HILL

It is our desire that your time of service at Coyote Hill be enjoyable and personally rewarding. Listed below are the things you can expect from Coyote Hill to help facilitate these goals.

INTERVIEW

Before you receive your volunteer assignment, you must fill out an application and have an interview with the Site Director, Program Director or the Volunteer Coordinator. The Site Director, Program Director or Volunteer Coordinator will explain the general aim and functions of the volunteer program, discuss your interests in more detail and determine the most appropriate volunteer assignment for you. Because it is the goal of the volunteer program to place qualified volunteers in service, and because each volunteer will be monitored as each circumstance dictates, it may be necessary from time to time to reject applicants for volunteer service. Every effort, however, will be made to provide the volunteer applicant with an opportunity to be of service.

ORIENTATION

After or during your initial interview, you will participate in a volunteer orientation session. In the orientation session, we will review the information contained in the Volunteer Handbook and respond to any questions you may have at that point. We will also begin to familiarize you with the facilities of the Home, particularly those areas where you will be working. Staff members within your particular area of

interest will provide general training regarding your assignment, in order to enable you to begin your work with a minimum level of difficulty. Finally, the orientation session provides you with an opportunity to get acquainted with staff and other volunteers with whom you may be working.

Your duties and RESPONSIBILITIES as a volunteer During the interview, we will also discuss your duties and responsibilities, the time commitment expected from you, , the person who is in direct supervision of you duties, and the resources available to aid you in completing your task(s).

TRAINING

After the orientation session, you will be ready to begin training in your volunteer assignment. Supervising staff will provide you with specific training and guidance as needed to enable you to perform your volunteer service effectively. Be sure to raise any questions you have regarding your assignment with your supervisor.

In addition to this training, you will have opportunities for further training to refine and expand skills in other areas. While much of this additional training is optional, some of these opportunities will be required for continued involvement as a volunteer of this ministry.

This training will enable you to provide Coyote Hill with more qualified, effective service. Training also provides increased skill and knowledge to be used even after involvement with Coyote Hill. We trust that you will avail yourselves for the opportunities for growth and training as they arise.

SUPERVISION AND SUPPORT

There will always be someone available to help you as you, by providing guidance and answering questions you may have. We will not send you out on a “sink or swim” basis. From time to time, these duties may become difficult. We encourage you to look to your supervisor for support or another staff member for advice. If, at any time, you are unhappy or unsatisfied within your position as a volunteer, please communicate with the Site Director, Program Director or Volunteer Coordinator. They may be able to place you in a different role, or resolve the issue.

EVALUATION

It is important for you as a volunteer to receive feedback, with regard to the performance of your particular assignment. This evaluation enables you to strengthen weaknesses and increase strengths as you serve. It also allows your supervisor to assess areas which need more or less supervision, examine the overall effectiveness of the volunteer program, and monitor any needs which you feel are not being met (for yourself, the ministry, the children, etc.). This is a time for mutual feedback and evaluation.

Evaluations will occur periodically.

When you must end your involvement as a volunteer at Coyote Hill, the Site Director, Program Director or Volunteer Coordinator will contact you to provide and receive final feedback regarding your volunteer service.

VOLUNTEER FILE

We will maintain an individual file for each volunteer who enters into service at Coyote Hill. This is to provide us with the means to effectively administer the volunteer program in order to meet your specified needs, as well as to provide you with an accurate record of your activities for future reference.

The preceding list gives you some idea of what you can expect to receive from Coyote Hill as a volunteer. If at any time, you are unsatisfied with your experience, or if there are other things you feel you need in

order to make your service at Coyote Hill more effective and/or rewarding, do not hesitate to inform us so that we may work to improve the situation.

WHAT COYOTE HILL EXPECTS OF YOU

For Coyote Hill to be able to serve children and break cycles of abuse and neglect, we must maintain the highest level of care. From the volunteer to the full-time staff, everyone plays a vital role in the development of each child. Listed below are a few things we expect of volunteers.

GENERAL GUIDELINES

Every organization has certain guidelines which are developed to reflect good business and professional practices. In establishing rules of conduct, Coyote Hill has no intention of restricting the personal rights of any individual. Rather, we wish to define the guidelines that protect the rights of all people and to ensure maximum understanding and cooperation. Therefore, employees, volunteers, and interns are expected to be:

- On-time and alert when scheduled to be on site.
- Careful and conscientious in performance of all duties.
- Thoughtful and considerate of other people.
- Courteous and helpful when dealing with clients, the public, volunteers, interns, and employees.

ETHICAL STANDARDS

Coyote Hill Christian Children's Home has an excellent reputation for conducting its activities with integrity, fairness, and in accordance with the highest ethical standards. As an intern you are obligated to uphold that reputation in every activity. If you are ever in doubt whether an activity meets our ethical standards or compromises our reputation, please discuss it with your supervisor.

Although Coyote Hill does not make a practice of concerning itself with the off-duty personal conduct of staff members, this ministry will quickly make exception to that when one's personal conduct may be regarded as materially and adversely affecting or reflecting upon the ministry and its mission by:

1. Adversely affecting the intern's job performance at work; or
2. Adversely affecting the credibility of the intern in the performance of his or her responsibilities with the ministry's constituency; or
3. Casting doubt upon the professional integrity of the intern; or
4. Conduct so inappropriate to the community and established benefactors of the ministry that it jeopardizes the support of the ministry.

KNOW YOUR ROLE AS A VOLUNTEER

It is important that you read and become familiar with the information that is contained in this handbook. You cannot responsibly fulfill your duties as a volunteer without this knowledge. You are expected to abide by the procedures and guidelines outlined in this manual. Also, make sure you are thoroughly familiar with your duties and responsibilities as a volunteer. If you have any questions, consult your supervisor.

NOTIFY US IN ADVANCE IF YOU NEED TO BE ABSENT

When you need to be absent, make sure you call the appropriate Director. It is very difficult when staff or children are expecting you and you fail to notify anyone that you are not coming.

Make every effort to notify us as early as possible. If your volunteer responsibility is in the evening, notify us of your intended absence early in the day. This allows us to make arrangements for a substitute and to notify the appropriate parties.

All who work directly with children shall be free of signs or symptoms of highly communicable disease or other evidence of ill health that poses a threat to children.

BE A POSITIVE EXAMPLE

We expect you to maintain high ethical and moral character that will serve as a positive example to the children, fellow volunteers and staff. We expect you to maintain harmonious relationships with those with whom you come in contact. Finally, we request that you refrain from smoking at Coyote Hill or any time you are away from Coyote Hill but accompanying a resident from Coyote Hill.

SAFETY ISSUES

It is the intention of Coyote Hill to provide a safe environment for everyone. Accordingly, all employees and volunteers are to be aware of and follow safe practices.

Coyote Hill Christian Children's Home expects its direct care workers to conduct themselves in a safe manner. Use good judgment and common sense in matters of safety and observe any safety rules posted in various areas.

Any volunteer who has a concern about a safety issue within the ministry is encouraged to discuss it with his/her supervisor. If the matter continues to be unresolved, you are encouraged to utilize "procedures when encountering a problem" contained within this manual.

PERSONAL PROPERTY

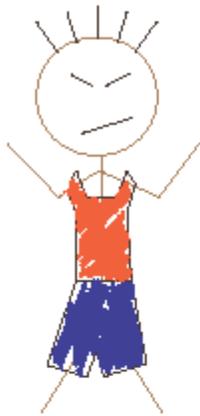
Coyote Hill Christian Children's Home cannot assume responsibility and/or liability for your personal property, including damage to privately owned vehicles. Be sure your valuables are properly secured at all times, and that personal property is protected.

It shall be the policy of Coyote Hill Christian Children's Home that a smoke-free, tobacco-free environment be maintained. Therefore, the smoking and chewing of tobacco or any other harmful substance and the use of related paraphernalia is prohibited on or in the property of Coyote Hill, as well as elsewhere in the presence of Coyote Hill children.

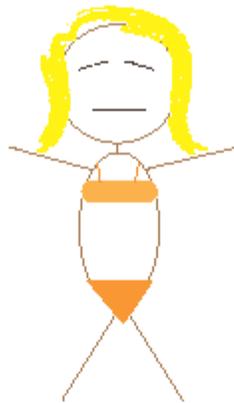
SUGGESTIONS

If you have any suggestions or ideas that you feel would benefit Coyote Hill Christian Children's Home, we would encourage you to tell us about them. We are always looking for suggestions that improve methods, procedures, environmental conditions, reduce costs, eliminate errors, and benefit the children, ministry, volunteers, and employees.

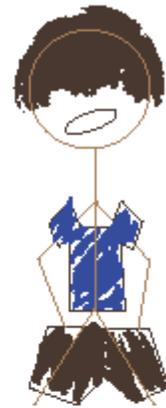
Coyote Hill's Suggested Dress Code



No tanks or
"wife-beaters"



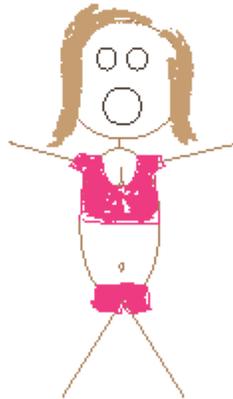
Only one-piece
swimwear, please



Pull them UP!



No super-tight
tops, pants or shorts



No short shorts and no
exposed mid-riffs or "bosoms"



No spaghetti straps
or visible bra straps



DRESS COMFORTABLY,
BUT WITH RESPECT FOR
YOURSELF & OTHERS!

PROCEDURES

GENERAL PROCEDURES

1. When you arrive on campus for a volunteer job assignment, sign in on your individual volunteer record form.
2. Report to your supervisor.
3. Perform the duties according to your job description.
4. As you leave, sign out on your individual volunteer record form (signing in and out is necessary for us to maintain an accurate record of your involvement as a volunteer).

PROCEDURES WHEN ENCOUNTERING A PROBLEM

1. If you encounter any difficulties regarding your work assignment, if you feel that the placement is inappropriate for you, or you feel you need additional training, follow these steps:
 - a. Consult your supervisor. He/she should be able to work with you to resolve the difficulty. If this proves inadequate, then:
 - b. Contact the Site or Program Director or Volunteer Coordinator. He/she will make every effort to resolve the situation in a satisfactory manner.
2. If you encounter any difficulties with your supervisor i.e., personality conflicts that interfere with the performance of your volunteer work, , inadequate communication, etc.; take the following steps:
 - a. Consult your supervisor. He/she should be presented with the problem and given the opportunity to work with you to correct it. If the problem remains unresolved, then:
 - b. Contact the Site or Program Director or Volunteer Coordinator. He/she will work with both of you to resolve the difficulty, and if this proves impossible, he/she will make other arrangements regarding your assignment.
3. If you encounter any difficulties with another volunteer (such as the difficulties described above in reference to supervision) please take the following actions:
 - a. Discuss the matter with your co-volunteer in an effort to come to a mutual resolution of the difficulty. If this fails, then:
 - b. Consult with your supervisor. He/she will work with the two of you to deal with the difficulty. If this is inadequate, then:
 - c. Contact the Site or Program Director or Volunteer Coordinator. He/she will meet with you, your co-volunteer, and your supervisor to find a solution to the problem, or make other arrangements regarding duties and responsibilities as a volunteer .

It is our hope that the need for these procedures never arises, however, we want to provide avenues through which conflicts can be managed and resolved. Please make every effort to work cooperatively and considerately with your supervisor and fellow workers. If conflict arises, ALWAYS follow the steps outlined.

If you have any other questions or problems regarding your involvement as a volunteer, please do not hesitate to contact the Site or Program Director or Volunteer Coordinator. He/she is here to help make your time with Coyote Hill as enjoyable and rewarding as possible.

DESCRIPTIONS OF VOLUNTEER OPPORTUNITIES

EXAMPLES OF VOLUNTEER OPPORTUNITIES

1. Volunteer Coordinator
2. Recreation and Leisure Coordinator
3. Recreation and Leisure Volunteers
4. Tutoring Volunteers
5. Home Improvement Volunteers
6. Fund Raising Volunteers
7. Special Interest Volunteers
8. Intern with an emphasis in Counseling/Social Work

VOLUNTEER COORDINATOR

- Purpose: To assist the Site Director in the overall management of the Volunteer Program.
- Job Description: Serve as liaison between the Coyote Hill staff, the youth, and the volunteers; assist the Site Director in orientation and training of volunteers; to attend volunteer orientation in order to communicate the Home's needs to the members; develop volunteer resources; assist Coyote Hill in the overall coordination of all phases of the Volunteer Program.
- Orientation and Training: Complete study of the Volunteer Manual and related materials, attend volunteer meetings.
- Special Skills and Abilities: Interpersonal & Administrative skills; Excellent verbal & written communication skills; Ability to work with a variety of ages and personalities; Strong leadership & supervisory skills; Ability to handle multiple tasks; Initiative to take on new projects.
- Time Required: 3-4 hours per week.
- Supervised By: Site Director

RECREATION AND LEISURE COORDINATOR

- Purpose: To assist the Site Director and the Volunteer Coordinator in recruiting recreation and leisure volunteers; help plan recreation activities and schedule volunteers.
- Job Description: Meet monthly with the Coyote Hill staff to plan a 2 month schedule of recreation activities, including but not limited to: bike riding, gardening, swimming, sport-specific activities, equestrian activities, and community service. Meet twice yearly with the staff and youth for additional planning and evaluation.
- Orientation and Training: Complete study of the Volunteer Manual; consultation and training with staff and Volunteer Coordinator.
- Special Skills and Abilities: Excellent verbal & written communication; Interpersonal skills; Ability to work with a variety of ages and personalities; Creativity for activities; High energy level to motivate volunteers & children; Leadership skills.
- Time Required: 3-4 hours per week.
- Supervised By: Site Director and Volunteer Coordinator

RECREATION AND LEISURE VOLUNTEERS

- Purpose: To provide a recreational outlet for the children to help them develop interests, hobbies, and community service projects.

- Job Description: Help with the planning and coordinating of a recreational activity involving some or all of the Coyote Hill residents.
- Orientation and Training: Complete study of the Volunteer Manual; consultation and training with staff and Recreation and Leisure Coordinator.
- Special Skills and Abilities: Ability to work with a variety of ages and personalities of children; Creativity to manage activities; Ability to follow instruction well; High energy level to motivate children.
- Time Required: Varies — depends on activity and whether it is a one-time event or extends over several weeks. Average time per week in direct involvement is generally 2 hours. Number of assignments in a 2 month period is dependent on amount of time a volunteer has to give, and also the number of volunteers involved in the recreation and leisure program.
- Supervised By: Site Director and the Recreation and Leisure Coordinator.

TUTORING VOLUNTEERS

- Purpose: To assist children or youth in improving their academic skills and study habits.
- Job Description: Work with one or more children to increase the resident's understanding of the subject area. Help youth complete necessary homework assignments
- Orientation and Training: Complete study of the Volunteer Manual; consultation with Coyote Hill staff.
- Special Skills and Abilities: Ability to work with children; Confidence to instruct child in subject area; Initiative to work through academic struggles & reach solutions;
- Time Required: At least one hour per week.
- Supervised By: Site Director and Home Parents.

HOME IMPROVEMENT VOLUNTEERS

- Purpose: To assist Coyote Hill staff and residents with special home improvement projects.
- Job Description: Help with special needs that arise on the property during the course of a year. (Examples — spring yard work, fall yard work, painting, etc.)
- Special Skills and Abilities: Knowledge of basic property and/or household maintenance; Initiative; Ability to follow instruction well; Self-Starter.
- Time Required: Varies, depending on extent of projects.
- Supervised By: Property Manager and Volunteer Coordinator

FUND RAISING VOLUNTEERS

- Purpose: To assist Coyote Hill with various fundraising projects.
- Job Description: Varies depending on the type of project. Could include: serving on event committee, hosting a benefit, collecting donations, etc.
- Orientation and Training: complete study of the Volunteer Manual; good knowledge of the goals and objectives of Coyote Hill; consultation with Coyote Hill staff.
- Special Skills and Abilities: Creativity; Self-Starter; Excellent verbal & written communication skills; Ability to uphold professionalism while representing Coyote Hill.
- Time Required: Varies, depending on project.
- Supervised By: Development Director, Executive Director and Volunteer Coordinator

SPECIAL INTEREST VOLUNTEERS

The Coyote Hill staff and youth sometimes have special needs that can be met by the special skills and abilities of volunteers. If you have a special interest or skill, please let us know.

(Examples — haircutting, Christian education, teacher, transportation, repair work, writing, office work, music, sewing, etc.)

INTERN WITH AN EMPHASIS IN COUNSELING/SOCIAL WORK

- Purpose: To provide assistance to the Home Parents and Administrative staff in meeting the physical, emotional, spiritual, and mental needs of the children.
- Job Description: Teach, assist and supervise residents in housekeeping skills and tasks.
Help residents learn and teach them to practice essential life skills.
Develop/implement group or individual activities that have therapeutic benefits.
Nurture positive self-esteem and teach respect for the rights of others.
Help to maintain an environment of discipline and safety within the home(s).
Assist, as needed, in the planning and execution of recreational activities.
Provide tutoring, as requested, and encourage educational development.
Respond appropriately to specific behavior management issues.
Attend all meetings and training exercises as required by the Program Director.
For limited periods of time, directly and independently supervise children.
Perform other duties/tasks as requested.
- Orientation and Training: Complete study of the Volunteer Manual; consultation and training with staff and Program Director.
- Special Skills and Abilities: Ability to work with a variety of ages and personalities of children;
Creative, flexible, self-starter, and responsible; Ability to follow instruction well;
- Time Required: Varies as determined by the university or college class requirements.
- Supervised By: Program Director and Volunteer Coordinator.

CONFIDENTIALITY PROCEDURES

Definition: When we refer to records, that term includes all entries, files, documentation, journals, reports, or any other collection of information that exists in any form, whether it is in written, electronic, audio, or photographic.

Policy: All records, in every form or format, pertaining to children or to staff shall be confidential and maintained by the Coyote Hill in locked, stationary files and protected against fire, theft and unauthorized inspection. Computers storing or transmitting records, documentation, reports, and protected health information of children or staff are protected by password and firewall.

EVERY STAFF PERSON AND VOLUNTEER IS LEGALLY AND ETHICALLY BOUND TO GUARD CONFIDENTIALITY AT ALL TIMES AND IN ALL PLACES.

THE CONCEPT OF CONFIDENTIALITY

The concept of confidentiality is based on an individual's right to privacy, express or implied, and has both legal and ethical implications. Confidentiality means that disclosures of the client to the staff person or volunteer will not be revealed to others except for the purpose of treatment or as a part of the personnel/supervisory or grievance procedures.

Possible exceptions to the requirement for confidentiality may include:

1. Threats of serious harm to self or others;
2. Child abuse; whenever disclosures are made to satisfy the law, any disclosures made under these regulations must be limited to that information which is necessary to carry out the purposes of the disclosure;
3. Court orders;
4. Records pertinent to defend Coyote Hill or employee against litigation brought by or on behalf of a client may be disclosed as part of Coyote Hill's defense or the person's defense.
5. Information pertaining to a criminal act.
6. Consultation or collaboration with professional colleagues.

Even when releases are made, only duplicates or copies will be made for authorized release by the Site Director or Executive Director. Original material will not be removed from the file and sent out unless required by court order. Coyote Hill will protect confidential information and will consult our attorney(s) as appropriate.

Volunteers are not authorized to release information, unless directed to do so by one of the Directors of Coyote Hill.

THE USE OF CONFIDENTIALITY

Home Parents and all other staff and volunteers working or volunteering at Coyote Hill Christian Children's Home MUST adhere to the concept of confidentiality. You may not divulge any information acquired during the time you work at the Home or at any time thereafter.

It is the sacred right of every child that her/his background information be respected and guarded. Staff members and volunteers are to discipline themselves and each other to prevent the private lives of children and families to become the subject of gossip or "table talk" or off duty conversations. All discussion of children or their families should be limited to confidential meetings arranged for the youth's plan for development and growth while at the Home.

DISCIPLINE

PHILOSOPHY

Discipline is involved in every aspect of living, with positive and negative consequences attached to most choices and actions. The purpose of discipline is to foster acceptable behavior, in order to develop the skills and self-discipline necessary to function acceptably in society. For most children placed in residential care, structure and control is a primary need; consequently, children and staff live in unique and intensified interrelationships. Conflict will be inevitable between individuals. Discipline, therefore, can only be one component of an effective childcare program. To affect positive learning and growth, discipline must be interlaced with positive staff modeling and relationships, reasonable rules and clear structure, positive reinforcements, and opportunities for child input and individual responsibilities.

ESSENTIALS OF GROUP LIVING

1. **Mutual Respect:** Everyone must strive to communicate and act with respect and consideration of the feelings, rights, property, and privacy of others. This is the basic principle and ethic of group living. Most rules are extensions of this principle. Unacceptable behavior is a violation of this principle.
2. **Staff Control:** Staff are responsible for the maintenance of order and control, to protect children from harm to themselves or others (physically and verbally), and to protect property. Staff members are to be knowledgeable of the whereabouts of children at all times.
3. **Child Accountability:** Children agree to place themselves in the care of staff, to be accountable to staff, and to utilize Coyote Hill services. Children are responsible to check in and out with staff, to stay within authorized areas, and to comply with staff directions.
4. **Relationships:** The essence of growth producing childcare is the rapport, relationship and involvement of adult and child. All other effective interventions are built on this.

DISCIPLINARY OPTIONS

1. Choice of option depends on staff discretion and judgment. Each situation is determined on its own merits. Some considerations are:
 - a. Child's capabilities.
 - b. Child's motivation or intent.
 - c. Seriousness of incident, e.g. place, frequency, group context.
 - d. How child perceives option.
2. Common Disciplinary Options Are:
 - a. **Conference:**
Discuss child's behavior, alternatives, and future consequences: motivate to self-discipline.
 - b. **Loss of Privileges:**
Appropriate for abuse of a privilege.
 - c. **Confinement (not isolation) to a designated area:**
Appropriate for abuse of freedom of movement and/or inability to function with less supervision.
 - d. **Restrict personal effects:**
Appropriate when unable to handle personal possessions.
 - e. **Restitution:**
Appropriate for theft, damage to property.
 - f. **Extra Work:**
Appropriate for not assuming responsibilities, damage to property.
 - g. **Physical Restraint, such as gentle holding:**
Not utilized for discipline. Gentle holding is appropriate only to the degree necessary for control or to protect the child, self, others, or property.

PRINCIPLES OF APPLICATION

1. **Immediate Application:** There exists a direct relationship between the timing of consequences and the deterrent effect so that children maximize their growth.

2. Logical Consequences: The discipline should strive to fit the behavior so well that the discipline is seen as an inevitable outcome of the behavior and not merely an expression of staff displeasure.
3. Staff Follow-up: Positive disciplinary action is not completed until after staff attempts to re-establish the relationship with the child. This demonstrates that it is the behavior and not the child that is rejected. This is a crucial time when the child may be the most receptive to adult guidance to examine the behavior and identify enough with the caring adult to try alternatives.

DISCIPLINE PROHIBITED

1. Discipline that a reasonable person would consider cruel, harsh, unusual, or unnecessary, or discipline that would adversely affect the well-being, development, or spiritual growth of the person being disciplined.
2. Excessive or inappropriate work.
3. Denial of meals, daily needs, allowances, and the program provided by the individual service plan.
4. Verbal abuse, ridicule or humiliation.
5. Permission for a child to discipline another child.
6. Chemical restraints.
7. Mechanical restraints.
8. Denial of planned visits, telephone calls or mail contacts with family.
9. The use of foods intended to produce adverse reaction.
10. Physical or emotional abuse.
11. Confinement in any space such as an isolation room.
12. Requirement that a child remain silent for long periods of time or other unreasonable verbal restrictions.
13. Corporal punishment including, but not limited to, slapping, hitting, spanking, paddling, shaking, belting, marching, standing rigidly in one spot, use of excessive physical exercises such as running laps or doing push-ups or any method which harms or endangers the child.
14. Denial for a minimum of eight (8) hours of sleep in a twenty-four (24) hour period.

REPORTS AND DOCUMENTATION

The facts and circumstances of disciplinary incidents are recorded as follows:

1. Child's Individual Log - Gentle holding (length of time), restrictions over 24 hours and other discipline incidents.
2. [Incident Report Form](#)
3. [Serous Incident Report](#) Form

Notes: A copy of all Incident Reports, whether minor or serious, shall be given to the Program Director, Site Director **and** as requested to the Executive Director.

Disciplinary action along with the resulting reporting and documentation may also be exercised for inappropriate behavior, not only in the home, but also in the community, school, or other public places in general.

PHYSICAL RESTRAINT POLICY

Coyote Hill Christian Children's Home has the motto, and indeed the mission of providing a *Safe Place to be a Child!* In the **FORWARD** to the RULES FOR LICENSING RESIDENTIAL CHILD CARE AGENCIES the state of Missouri points out the following facts:

- The Changing face of residential care for children has been swift and radical over the last several years. No longer is the population of children served only homeless, dependent or neglected...
- Seriously emotionally disturbed adolescents, children with learning difficulties, with behavioral disorders, and with developmental problems have become the standard rather than the exception. Many of the children now being cared for are often more aggressive, more assaultive, unable to function adequately within or be readily tolerated by the family, the school or the community. There are also a large and growing number of abused and neglected children whose environment and parenting, created by social and family stresses, have been detrimental to their functioning. Because of these different needs of children, new types of substitute care have emerged in order to respond to a variety of individual needs and requirements of children in care.

Accordingly, upon occasion there may be a child placed in our care who will attempt to cause harm to themselves or others. If so, Coyote Hill staff will act according to what is in the best interest and safety of all the children in the immediate area of such danger, and use the least restrictive intervention that is practical to aid in controlling the actions of an out of control youth.

All direct care staff members will be trained, certified and expected to implement, with professional courage, the **Safe Crisis Management** practice as established by JKM, Inc.

CHILD ABUSE PROCEDURES

DEFINITIONS

Section 210.110 of the Missouri statutes¹ defines:

(4) "Child", any person, regardless of physical or mental condition, under eighteen years of age;

(1) "Abuse", any physical injury, sexual abuse, or emotional abuse inflicted on a child other than by accidental means by those responsible for the child's care, custody, and control, except that discipline including spanking, administered in a reasonable manner, shall not be construed to be abuse;

(12) "Neglect", failure to provide, by those responsible for the care, custody, and control of the child, the proper or necessary support, education as required by law, nutrition or medical, surgical, or any other care necessary for the child's well-being;

(16) "Those responsible for the care, custody, and control of the child", those included but not limited to the parents or guardian of a child, other members of the child's household, or those exercising supervision over a child for any part of a twenty-four-hour day. Those responsible for the care, custody and control shall also include any adult who, based on relationship to the parents of the child, members of the child's household or the family, has access to the child.

¹ Statutory citations current as of 2011. You may check for updates and revisions at: <http://www.moga.mo.gov/statutes/C200-299/2100000110.HTM>

CORPORAL PUNISHMENT

Corporal punishment is generally defined as a form of [physical punishment](#) that involves the deliberate infliction of pain as retribution for an offence, or for the purpose of disciplining or reforming a wrongdoer, or to deter attitudes or behaviour deemed unacceptable. Corporal punishment usually takes the form of spanking. Coyote Hill Christian Children's Home forbids spanking, or any other form of corporal punishment.

Abuse may be physical, emotional, or sexual, and may occur between an employee and child, child-to-child, person outside the Home to child in Home, or child to a person outside the Home. A child who assaults a member of Coyote Hill staff or a volunteer may need to be referred to law enforcement for appropriate action.

REPORTING CHILD ABUSE OR NEGLECT

POLICY

Every employee of Coyote Hill Christian Children's Home falls under the laws for mandatory reporting of child abuse or neglect. Thus employees are required to report any knowledge of child abuse or neglect to the Missouri Children's Division (Hotline No. 1-800-392-3738).

In order to support this requirement, volunteers must report any suspicion of abuse or neglect to Coyote Hill staff. Any such report should be made, first, to the person who is coordinating your volunteer service. That person will take appropriate action, report the situation to their supervisor, or take other appropriate action.

PROCEDURES WITH/FOR THE CHILD

1. The supervisor of the child must immediately inform the Program Director, Site Director, and the Executive Director of the charge.
2. The Program Director and/or his/her designee shall, within the hour, investigate the charge including at least the following:
 - a. Evidence of physical abuse on or about the child; e.g. marks, stains, torn clothing, the general site of the alleged abuse, etc. This may include an examination by a physician.
 - b. A careful examination and re-examination of the child's chronology of events.
 - c. Identification of witnesses, if any, and corroboration of their perceptions with those of the "abused" child.
 - d. Implement action of a plan for immediate care and attention to the child's needs, if any, related to the incident.
3. Prepare a written narrative in complete detail, copying the Executive Director and the Chairman of the Board of Directors.

PROCEDURES WITH/FOR THE ACCUSED VOLUNTEER

1. Immediately thereafter, the volunteer shall meet privately with the Program Director, Site Director, and/or Executive Director to discuss all pertinent details and chronology of the event.

2. Within the hour of notification of alleged abuse, the volunteer so charged shall be temporarily relieved of duty and shall be provided a private location where the volunteer may provide a detailed written account of his or her recollection of the events in question.
3. The Site Director or Executive Director shall determine the need for any immediate care to the physical or emotional welfare of the volunteer and act accordingly for their support.
4. Having gathered the data from both the child(ren) (and/or family if appropriate) and this volunteer, and from any other witnesses to the event, determination must then be made as to the continued duty status for the accused volunteer. Options may be as follows:
 - a. Immediate return to duty as before, with a determination of “client (or client’s family) harassment of staff and no evidence of abuse.”
 - b. Temporary absence while consultation occurs with the Executive Director regarding possible substantiating evidence; or at least in recognition of a disturbed Home environment sufficient to warrant a cool-down period.
 - c. Removal of volunteer service with a determination of “sufficient reason to believe that evidence supports the claim.”

Variations of these three options may occur after consultation with the Executive Director.

In cases where the Children’s Division has already been called prior to our notification of charges, or where we, as mandated reporters, have involved the Children’s Division, Coyote Hill staff will also immediately complete the aforementioned steps.

ADMINISTRATIVE PROCEDURES FOR RESOLVING ALLEGED ABUSE

The Program Director and/or Site Director will:

1. Separate parties involved in case of children.
2. Call the parent or guardian.
3. Call Children’s Division Hotline.
4. Initiate procedures previously outlined in this section for the child and/or staff.
5. If the Children’s Division does not notify the local law enforcement office, the Program Director, Site Director, and/or Executive Director may notify the local authorities.
6. Do an internal investigation and file Serious Incident Report form.
7. When incident is finalized, report should be placed with Serious Incident Report and filed in child’s permanent records.
8. If the investigation determines “reason to suspect” child abuse and/or neglect, the Site Director will submit a written report to the D.S.S. licensing unit, outlining corrective action taken by Coyote Hill.

Volunteer Sign-Off

I have read the following policies and procedures.

_____ Confidentiality Policy and Procedures
_____ Discipline Policy and Procedures
_____ Child Abuse Policy and Procedures

I have been informed of the following orientation components of Coyote Hill Christian Children's Home.

_____ Agency Staff and Volunteer Roles*
_____ Biological Families' Roles*
_____ Health & Safety*
_____ Crisis Management*
_____ Recordkeeping*
_____ Cultural Diversity*
_____ Suicidal Behavior*
_____ Recreational Program*
_____ Appropriate Dress*

* These topics were discussed during the orientation period.

- I have read the policies and procedures indicated by my initials, above,
- I have been informed of the orientation components indicated by my initials, above,
- I agree to follow, and remain in strict compliance with, all policies and procedures of Coyote Hill,
- I understand that I am a volunteer, not an employee, and as such I will receive no pay or employee benefits from Coyote Hill,
- In order to maintain the required standard of high ethical and moral character I promise to avoid any behavior that might adversely influence the children, our supporters, or the public perception of Coyote Hill.

Volunteer Print Name

Volunteer Signature

Date signed

Witness: Volunteer Coordinator or Program Director

Date witnessed

Volunteer Checklist

Print Name: _____

Start Date: _____

- ____ Completed Volunteer Application
- ____ Completed Family Care Safety Registry/Background Check Instructions
- ____ Signed Confidentiality, Discipline, Mandated Child Abuse/Neglect Reporting Policy
- ____ Signed Acknowledgement of Completed Orientation
- ____ Reference Form Completed by Church Leader
- ____ Copy of Driver's License
- ____ Signed statement from Physician stating "Volunteer is in good health and free of any communicable diseases."
- ____ Results of background screenings from other states (If resided in other state within the last 5 years.)
List previous states of residency.

FCSR/Background Check Instructions

As a volunteer, you are not required by law to register with the Family Care Safety Registry website. However, in our ongoing effort to exercise an abundance of caution, and to ensure the utmost protection of our residents, we require all volunteers to complete the Family Care Safety Registry.

1. Go to the Family Care Safety Registry website. <http://www.dhss.mo.gov/FCSR/>
2. If you think you are already in the Family Care Safety Registry you can click on "Is the person already registered?" on the sidebar. Follow the instructions by typing in your social security number and the Security Text. Press the "Submit" button. If it says you are in the registry you won't need to do anything else.
3. If you are not in the Family Care Safety Registry click on "Online Registration" on the sidebar. Follow the instructions that follow. You will need your social security number and a credit or debit card as there is a minimal fee for registration (approximately \$10.)

COYOTE HILL VOLUNTEER APPLICATION

PERSONAL INFORMATION

Please Print.

Date: _____

Name: _____
Last First Middle Initial

Address: _____
Street Number City State Zip

Phone: _____ Email: _____

Date of Birth: _____ Social Security Number: _____

Occupation: _____ Business Phone: _____

IN CASE OF EMERGENCY

Emergency Contact: _____
Name Relationship

Phone: _____ Business Phone: _____

Address: _____
Street Number City State Zip

EDUCATIONAL BACKGROUND

Type of School	Name of School	Location	Number of Years Completed	Major/Degree
High School				
College				
Bus. or Trade School				
Professional School				

VOLUNTEER EXPERIENCE

List the last 3 places of volunteer work: (most recent first)

Place of Work	Work Performed	Supervisor	Date(s)

Briefly state your reason for entering volunteer service:

Why did you choose Coyote Hill Christian Children's Home & how long do you intend to volunteer?

How did you hear of our volunteer program?

Please list any physical limitations/health issues on type of volunteer work.

Availability (check all that apply):

Days (9am-3pm) Weekends Evenings (4-8pm) | Weekly Bi-weekly Monthly

Interests/Skills (check all that apply):

Office Work Arts/Crafts Music Tutoring Sports/Recreation Cooking

Have you ever participated in, or been accused, convicted or pled guilty or no contest to abuse or any sexual misconduct? Yes No If Yes, please explain:

Have you ever been convicted of or pled guilty or no contest to any criminal offense of any kind?

Yes No If Yes, please explain:

Signature of Applicant

Date

COYOTE HILL RELEASE OF LIABILITY

I wish to volunteer for Coyote Hill Christian Children's Home. I understand that the nature of volunteer activities that I may perform in my capacity as a volunteer may involve physical activity, contact with unidentified and/or unfamiliar persons, or other potential risk of bodily injury or damage to property. Knowing this and in consideration of being allowed to volunteer,

I HEREBY ASSUME FULL AND COMPLETE RESPONSIBILITY FOR ANY PERSONAL INJURY AND/OR PROPERTY DAMAGE THAT I SUSTAIN OR CAUSE DURING MY PARTICIPATION AS A VOLUNTEER. IN ADDITION, I HEREBY RELEASE, HOLD HARMLESS AND COVENANT NOT TO FILE SUIT AGAINST COYOTE HILL CHRISTIAN CHILDREN'S HOME AND ANY OF THEIR EMPLOYEES, VOLUNTEERS, PARTNERS, AGENTS, SPONSORS, BOARD MEMBERS AND SUCCESSORS FROM ANY AND ALL LOSS, LIABILITY OR CLAIMS I MAY HAVE ARISING OUT OF MY SERVICE AS A VOLUNTEER.

Printed Name of Volunteer

Volunteer Signature

Date

Parent/Guardian Signature (if under 18)

COYOTE HILL CHRISTIAN CHILDREN'S HOME

VOLUNTEER REFERENCE FORM

Applicant's Name: _____

The above individual is applying to volunteer on a consistent basis at Coyote Hill Christian Children's Home. Coyote Hill is a professional foster home for abused and neglected children, ages 3-19.

We are A Place to Be a Child. For more information about our organization visit www.coyotehill.org.

As we strive to ensure the quality of care these children, please help by filling out this reference and returning it as soon as possible.

Name of Reference: _____

In what capacity have you known the applicant?

How many years have you known the applicant? _____

Would you have any reservations about the applicant working with children?

_____ Yes _____ No If Yes, please explain:

What are some strengths of the applicant?

Are there any weaknesses we should know?

How would you rate the applicant in the following areas?

	Above Average	Average	Below Average	Comments
Cooperation				
Initiative				
Quality of Work				
Reliability				

Signature of Reference

Date