

Courage Center

Volunteer Handbook



Letter from Jan Malcolm



Welcome and thank you!

Volunteers and interns are a vital part of our Courage Center team. We wouldn't be able to offer the many programs and services we do without the skills and generous spirits of our volunteers. You help us carry out our mission of helping people with disabilities improve and maintain their health, increase their independence, and realize their full potential.

Last year, more than 2,500 individual and group volunteers gave almost 79,000 hours of service in support of Courage Center. This is the equivalent of 37 full time employees whose cost to the organization would have been more than \$1,500,000. I can state quite clearly that in today's economic environment, that just simply would not be affordable, so many services would have to be reduced if not for your generous donation of your time and talents. On behalf of our shared entire organization, we're grateful for what you do.

Thank you for becoming part of Courage Center.

Sincerely,

A handwritten signature in black ink, appearing to read "Jan Malcolm". The signature is fluid and cursive, with a small flourish at the end.

Jan Malcolm
Chief Executive Officer

Courage Center is a nonprofit rehabilitation and resource center that advances the lives of children and adults experiencing barriers to health and independence. At Courage Center, we specialize in treating brain injury, spinal cord injury, stroke, chronic pain, autism, and disabilities experienced since birth. Founded in 1928, Minneapolis-based Courage Center offers advanced technologies and innovation provided in part through the efforts of thousands of volunteers and donors. For more information, visit www.CourageCenter.org.

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Volunteers: the heart of Courage Center

We hope that you enjoy your volunteer or internship experience. Being a volunteer means caring and sharing yourself: your talents, your time and your energy.

You are an important member of the Courage Center team. Your volunteer service enhances and expands the services provided by paid employees. Without volunteers, many of our programs simply would not exist.

Each year, more than 2,500 people participate in Courage Center's award-winning volunteer program, contributing more than 79,000 hours of service. This is the equivalent of nearly 37 staff members, worth more than \$1.5 million.

Courage Center's Volunteer Services actively seeks out and values diverse perspectives and life experiences that enhance the quality of services we provide. Our volunteers exemplify the generous spirit that makes Courage Center a place that is forward-thinking, empowering, resourceful, inclusive and results-driven.

We work with each volunteer to find the best match – a position that addresses your reasons for wanting to volunteer. Finding great matches also allows us to expand the services we provide to our clients and our community.

Internships

Courage Center offers unpaid internships and clinical experiences for undergraduate, graduate and doctorate students. Internships or clinical experiences are defined as a hands-on field experience required to obtain your degree and school credit is earned. Affiliation Agreement contracts are required for all student placements between the college or university and Courage Center.

How we started; where we are today

Courage Center was founded as the Minnesota Association for Crippled Children in 1928 by a group of concerned citizens to provide education, rehabilitation and recreational services for children with physical disabilities. In 1947, the organization expanded to include adults with physical disabilities, and was renamed the Minnesota Society for Crippled Children and Adults (MISCCA).

From its inception, the private, nonprofit organization has been dedicated to meeting the changing needs of children and adults with physical disabilities.

In 1938, the organization launched a 10-day camping session, which successfully demonstrated the feasibility and value of providing outdoor camping experiences for children with disabilities. Its success led to the building of an accessible residential camp for children and adults in 1954 – Camp Courage near Maple Lake, Minnesota.

During the 1960s and 1970s (under the visionary leadership of Executive Director Wilko Schoenbohm), Courage Center recognized that in order to increase services and operate more effectively, it was necessary to consolidate a variety of programs. With many programs operating in separate locations, his dream of building a comprehensive center, to house services under one roof, began to take shape.

In 1973, this dream became reality with the opening of Courage Center in Golden Valley, Minnesota. For the first time it became possible to provide a total approach to rehabilitation, enabling people with disabilities to progress physically, emotionally, independently, socially and vocationally.

An integral part of the original plan for Courage Center was the addition of a residential unit and a pool. Courage Residence was opened in 1976. (Now called the Transitional Rehabilitation Program or TRP)

Today, Courage Center, a nonprofit rehabilitation and resource center, has a legacy of improving independence and quality of life for people experiencing barriers to health and independence by delivering a continuum of services to approximately 11,000 people annually. Courage Center relies on the generosity of others to support our mission. Between 25-30 percent of our annual operating budget comes from charitable support and philanthropy. Funding for Courage Center comes from these contributions, fees for service, product sales and the United Way.

About your volunteer experience

Supervision

You will be supervised by a staff member who also is responsible for training and guiding you in your assignment.

Open communication is encouraged between volunteers and supervisors. Feel free to discuss any thoughts or concerns with your supervisor or your Coordinator of Volunteers in the Volunteer Services Department. If you're not happy with your volunteer assignment, let us know – adjustments or changes can be made to ensure that your volunteer experience is a positive one.

Recordkeeping

For funding and recognition purposes, Courage Center needs to keep accurate records on volunteer activities. Therefore, it is important for volunteers to report their hours and activities on a regular basis.

The recordkeeping process varies by program, and will be covered by your supervisor.

Please keep Volunteer Services notified of changes in your address, phone number, e-mail address, volunteer status and availability. Your cooperation in this matter is greatly appreciated.

Volunteer/client relationship

Many clients are considered vulnerable adults and are protected under the Vulnerable Adults Act for the State of Minnesota. Vulnerable adults are people who are 18 years or older and who:

- Live in a licensed facility, or
- Receive services from a licensed facility, or
- Are in family settings, and, because of impaired physical or mental function, or because of emotional status, would not by themselves report abuse or neglect of themselves.

Anyone under the age of 18 is also considered vulnerable.

Your relationship with a client must remain a working and professional one at all times. Despite the fact that a staff member or volunteer may feel that they may have much in common or feel a certain fondness for a particular client, interactions must focus on the goals set in that individual's program plan. Any deviation from the plan may be considered to be overstepping a boundary and therefore cause harm to the client. All staff members and volunteers must adhere to these standards. As a volunteer you are asked to develop a relationship with the client that is a **professional working relationship**. This involves knowing your own boundaries and respecting those of the clients.

A volunteer should use discretion when considering whether to engage in any sort of intimate relationship or personal friendship with a client. If a volunteer chooses to pursue such a relationship, they'll be asked to discontinue volunteering in programs involving that client. Due to the vulnerability of some clients, the volunteer could be at risk for consideration of contributing to the physical, mental and/or emotional abuse of that client.

Reminder...

As a volunteer, you can also be vulnerable. It is important to be clear with clients about appropriate behavior. It is your responsibility to discuss any questions or concerns in this area with staff members.

Working with vulnerable clients

Volunteers are expected to engage in conduct, which conscientiously maintains respect for:

- The dignity and safety of clients and other staff members
 - Personal and agency owned property
 - Laws and regulatory standards by which this facility is governed.
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- All client information is confidential. Do not use client's names in public or give out any information that could identify them
 - Use discretion when sharing personal information about yourself with a client. It is recommended that you cannot give your telephone or address to a client. Do not call a client or write them at their home. Friendship with clients is not an expectation as a volunteer
 - Do not intimately touch a client. This includes excessively patting a shoulder, touching a hand, leg or other body part
 - It is recommended that a volunteer not hug a client, even as a sign of praise. Even if you are comfortable, such an act may be interpreted differently by a casual observer. Do not kiss a client
 - It is important not to return any sexual advances a client may offer you. Be firm about your refusal. A flirting response may encourage this behavior to continue. Staff should be informed of this type of situation so they can follow up with the client
 - It is recommended that you not accept invitations to dinner, outings, parties, etc., when outside the scope of your work

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- Do not accept personal gifts or gratuities unless they are of minor value or of common practice (e.g. cookies at a holiday time.) Any such gift must be reported to your supervisor
 - Do not borrow from or loan money or personal property to clients
 - Always leave the room door open when working with clients on a one-to-one basis
 - Do not take everything a client says at face value. Some disabilities may cause a client's perception to be inaccurate or distorted. Always clarify the information before taking action if you are unsure. For example, the client may say, "I can go to the bathroom myself." However, the fact might be that this client may fall if left in the bathroom without a staff member
 - Staff members are generally responsible for transfers, assisting with dressing and helping a client in the bathroom. Volunteers should find a staff member to assist the client. Check with your staff supervisor on the policy regarding your particular program
 - Always inform a staff member if a client tells you about a serious personal concern such as, an instance of verbal or physical abuse or being a victim of theft. Never promise a client that you will keep this type of information a secret. Staff will know procedures for investigation so there is no need for you to continue with any questioning of the situation
 - Do not volunteer to transport a client to or from a program with your personal vehicle.

Courage Center's Code of Conduct

This page lists the six principles that make up Courage Center's Code of Conduct. For more details about each principle, refer to the complete Code of Conduct available in Volunteer Services.

Principle one - client service

Services will be provided to clients in a manner that is ethical, maintains the highest standards of professional service, demonstrates integrity, respects the rights of each client and routinely exceeds the expectations of clients, family members and referral sources.

Principle two - legal compliance

All activities will be conducted in compliance with applicable laws.

Principle three - honest communication and confidentiality

We will maintain the confidentiality of client records and other confidential information in accordance with applicable law and ethical standards. At the same time, we are committed to the highest standards of business ethics and integrity, which includes representing Courage Center and ourselves fairly, accurately and honestly.

Principle four - conflicts of interest

We will not use our positions in a manner that conflicts with or may appear to conflict with the interests of Courage Center.

Principle five - business relationships

All business relationships with clients, vendors, providers and others will be free from offers or solicitations of gifts and favors of other improper inducements.

Principle six - protection of Courage Center's assets

We will safeguard and protect Courage Center's assets by making sensible and effective use of resources and by properly and accurately reporting financial activities.

For concerns regarding this Code of Conduct or compliance with any law related to your responsibilities first contact your supervisor. You may also use the compliance hotline at 1.800.TELL.US0 (1.800.835.5870).

Protecting confidential client information

"HIPAA" is an acronym for the Health Insurance Portability & Accountability Act of 1996 requiring:

- Improved efficiency in healthcare delivery by standardizing electronic data interchange, and
- Protection of confidentiality and security of health data through setting and enforcing standards.

More specifically, HIPAA called upon the Department of Health and Human Services (HHS) to publish new rules that ensure:

- Standardization of electronic patient health, administrative and financial data
- Unique health identifiers for individuals, employers, health plans and health care providers
- Security standards protecting the confidentiality and integrity of "individually identifiable health information," past, present or future.

Who is affected?

Virtually all health care organizations including all health care providers, health plans, public health authorities, self-insured employers, various service organizations and universities.

Are there penalties?

HIPAA calls for severe civil and criminal penalties for non-compliance, including:

- Fines up to \$25,000 for multiple violations of the same standard in a calendar year
- Fines up to \$250,000 and/or imprisonment up to 10 years for knowing misuse of individually identifiable health information.

How are healthcare organizations affected?

Broadly and deeply. Required compliance responses are not standard because organizations are not standard. For example, an organization with a computer network will be required to implement one or more security authentication access mechanisms depending on its network environment.

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Protecting confidential client information

The rules under HIPAA

HIPAA's "Administrative Simplification" provision is composed of four parts:

1. Standards for electronic transactions

Health organizations also must adopt standard code sets to be used in all health transactions. For example, coding systems that describe diseases, injuries, and other health problems, as well as their causes, symptoms and actions taken must become uniform. All parties to any transaction will have to use and accept the same coding, for the purpose of reducing errors and duplication of effort. Fortunately, the code sets proposed as HIPAA standards are already used by many health plans, clearinghouses and providers.

2. Unique identifiers for providers, employers, and health plans

In the past, healthcare organizations have used multiple identification formats when conducting business with each other – a confusing, error-prone and costly approach. It is expected that standard identifiers will reduce these problems. The Employer Identifier Standard, published in 2002, adopts an employer's tax ID number or employer identification number (EIN) as the standard for electronic transactions.

3. Security rule

The Security Rule requires covered entities to ensure the confidentiality, integrity, and availability of all electronic protected health information (ePHI) the covered entity creates, receives, maintains, or transmits. It also requires entities to protect against any reasonably anticipated threats or hazards to the security or integrity of ePHI, protect against any reasonably anticipated uses or disclosures of such information that are not permitted or required by the Privacy Rule, and ensure compliance by their workforce.

4. Privacy rule

The rule establishes the first "set of basic national privacy standards and fair information practices that provides all Americans with a basic level of protection and peace of mind that is essential to their full participation in their care".

The privacy standards include:

- Giving patients new rights to access their medical records, restrict access by others, request changes, and to learn how they have been accessed
- Restricting most disclosures of protected health information to the minimum needed for healthcare treatment and business operations
- Providing that all patients are formally notified of covered entities' privacy practices
- Training all members of the workforce on HIPAA and organizational privacy policies
- Updating systems to ensure they provide adequate protection of patient.

Source: www.hipaadvisory.com

Procedures, ethics and safety

Remember...

1. All client information is confidential. We encourage you to freely discuss your experiences at Courage Center, but never identify clients by name.
2. Nametags are provided for volunteers for security reasons and must be worn when you are working in a volunteer assignment.
3. Volunteers should not make statements to the media nor grant an interview without involvement of Courage Center's Communications and Marketing Department. Please call 763.520.0263 to identify and screen potential media opportunities.
4. If you are injured during your volunteer assignment, please notify your supervisor and Courage Center's Risk Management department immediately to complete a "first report of injury" form.
5. Dress appropriately for your assignments. Check with your supervisor if you are unsure about what is appropriate to wear.
6. Please park in areas designated for staff and volunteers. (Lots C or D or on the street parking) at Golden Valley.
7. Please safeguard your valuables.
8. Volunteers transport clients only when they are certified to drive Courage Center vehicles.

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9. Courage Center volunteers do not provide child care.
 10. Volunteers have a right to know, and will be informed, if their work involves exposure to dangerous chemicals.
 11. In the evening, Golden Valley volunteers may request an escort to their car by calling 9.612.968.8002. The day time Security number is 763.520.0556.
 12. Courage Center is committed to being a drug-free facility. The illegal use of drugs, volunteering while under the influence of alcohol, or use of alcohol by volunteers while performing their assigned tasks is prohibited and would lead to dismissal.
 13. Courage Center is a tobacco-free facility at all sites.
 14. Volunteers are advised not to participate in their assigned program if they are ill (flu, severe cold) because you may infect some clients who are more susceptible to illness.
Call your staff supervisor if you cannot come in.
 15. Physical abuse or harassment of a client by a volunteer will not be tolerated. You may not make derogatory remarks, use abusive language, profanity or call clients names.
 16. Behavior violating any of these above expectations will be handled with appropriate disciplinary actions.

Emergency information

If you see any accident or emergency, report it immediately to a staff member. You should not take responsibility for handling accidents or emergencies. Emergency information for non-Golden Valley locations, outings and sports activities will be covered by your supervisor.

For a complete listing of policies and procedures, please refer to the manual in the Volunteer Department.

Weather cancellation procedure

If a program is canceled due to weather or other reasons, please call the number provided to you during your program training. If the Courage Center closes due to severe weather, please call your volunteer location (numbers are located on the last page of this handbook or listen to WCCO radio / 830 AM.

Golden Valley emergency procedures

Severe weather:

- Quiet: in a real situation it is difficult to hear the city siren, so we will announce a tornado and any instructions over the PA system
- Move to designated shelter areas
- Know your role and where to go: staff/volunteers who work with clients need to know in advance where they should take clients. Know alternative shelter areas to go to from wherever you may be in building. Also, some departments assist others in transporting clients. Know if you are part of such an arrangement
- Elevators may be used for people with mobility impairments. However, be familiar with shelter areas on each floor in case of delays at the elevators
- Once in the designated shelter areas, stay with clients. Clients should not leave Courage Center unless taken by a guardian or if they are their own guardian and they leave by their own means. Wait in the shelter area until the all clear is announced
- ERT: The emergency response team will monitor radios and keep everyone up to date on the weather conditions through overhead paging.

Fire

- Rescue: Move anyone in danger to a safe area
- Alert: Pull fire alarm. Dial 9.911. Call "0" to get the main lobby receptionist
- Confine: Fire doors will close
- Extinguish: Fight fire only if it is safe to do so. Emergency response team and community personnel will respond
- Stay where you are if fire is not in your area. Instructions for evacuation, if necessary, will come from emergency response team. Remain quiet to hear instructions from PA system
- Elevators may not be available if they are being used by emergency personnel.

Medical

Life threatening (profuse bleeding, obstructed airway, unconsciousness, labored or no breathing, apparent heart attack):

- Call 9.911 for an ambulance. North Memorial Medical Center is the closest hospital to Courage Center Golden Valley
- Dial "0" and tell the Operator where you are. The Operator will:
 - Instruct the caller to hang up the phone
 - Direct the emergency response team to the appropriate location
 - Verify that help has arrived.

After hours

If the Operator cannot be reached, call Security at 612.968.8002.

Non-life threatening (fainting, fractures, etc.)

- Dial "0" and tell the Operator where you are. The Operator will:
 - Instruct the caller to hang up the phone
 - Direct the emergency response team to the appropriate location
 - Verify that help has arrived.

After hours

If the operator cannot be reached, call Security at 612.968.8002.

Courage Center St. Croix emergency procedures

Severe weather

At the sound of Civil Defense Sirens or announcement made over PA system move to designated shelter areas. Move clients to assigned shelter areas and remain there until the all clear is announced.

Courage Center St. Croix disaster areas:

- Pool locker room area
- Women's changing area
- Whirlpool room
- Janitor's closet
- Pool entrance hallway
- Aquatic office bathroom
- At shelter area: close all windows, doors and draperies
- Keep people away from glass, turn off lights
- Quiet: stop unnecessary talking.

Fire

- Rescue: Move anyone in danger to a safe area
- Alert: Pull fire alarm. Call 9.911. Then call "0" to get the main lobby receptionist
- Confine fire to the smallest possible area by closing all doors and windows
- Extinguish: Fight fire only if safe to do so
- Exit the building.

Medical

Life threatening (profuse bleeding, obstructed airway, unconsciousness, labored or no breathing, apparent heart attack):

- If you are alone, call (shout) for help. Do not move the victim unless it is absolutely necessary to save his/her life
- Call 9.911 (no extension needed) for an ambulance
- Dial "0" and tell the Operator where you are. The Operator will:
 - Instruct the caller to hang up the phone
 - Direct the emergency response team to the appropriate location
 - Verify that help has arrived.

Non-life threatening (fainting, fractures, etc.):

- Dial "0" and tell the Operator where you are. The Operator will:
 - Instruct the caller to hang up the phone
 - Direct the emergency response team to the appropriate location
 - Verify that help has arrived.

Volunteer leadership development

Courage Center provides several premier leadership development programs for volunteers. These programs engage current volunteers and volunteers in the greater community to expand the capacity of volunteer leadership in key strategic areas.

Currently, there are three unique volunteer leadership programs offered by Courage Center:

Connect With Courage (CWC) Committee

The CWC committee works to fill "strategic" volunteer positions for non-healthcare departments at Courage Center. The Connect With Courage Committee consists of 10-15 members representing Development, Communications and Marketing, Public Affairs, Strategic/Board/Foundation/Advisor and key volunteer leaders representing various leadership development components of Courage Center. The chair of this committee is a member of the Courage Center board of directors.

Members should have a commitment to the mission, vision and strategic plan of Courage Center and demonstrated leadership in the organization. Meetings are held at least five times a year and sub-committees meet as deemed necessary by the committee's chair.

Leadership Lab

Leadership Lab is designed to prepare participants for community leadership by developing competence in four areas: diversity, team building, advocacy and fundraising. What makes Courage Center's Leadership Lab unique from other leadership development programs is an experiential approach to learning. Participants in our lab team with Courage Center staff, community volunteers and a corporate partner.

Learn more about Leadership Lab, a professional development and personal growth opportunity at 763.520.0255 or LeadershipLab@CourageCenter.org.

Volunteer Leadership Council (VLC)

Courage Center volunteers and staff work together through the Volunteer Leadership Council (VLC). The VLC is comprised of volunteers representing the various departments in which volunteers serve. VLC members provide direction, focus and measurement, support fundraising activities, develop volunteer leadership, and enhance Courage Center's community presence.

As a volunteer, you play a vital role in this pursuit of excellence. Your staff supervisor or VLC member is open to feedback that will improve our volunteer program.

About VLC members

Members have a commitment to the goals and objectives of Courage Center, have demonstrated leadership in the volunteer program, and an ability to work independently as well as with a diversity of people. Members are selected by the director of Volunteer Services with department input, subject to the approval of the president of the Board of Directors. Meetings are held at least five times a year and sub-committees meet as deemed necessary by the committee's chair.

Celebrating the impact of our volunteers

Courage Center recognizes the contributions of volunteers each year during National Volunteer Recognition Week in April. Recognition includes:

Milestone recognition event

Formal individual recognition occurs as volunteers reach milestones of 50, 100, 250, 500, 1,000, 2,500, 5,000 and 10,000 hours. Volunteers receive a replica of artwork created by one of our very own volunteer artists. When they reach the 250-hour level and above they also attend a volunteer reception in their honor where they are recognized for their level of service.

Malcolm MacKay Tree of Life Award

Given in honor of Courage Center volunteer Malcolm MacKay III, the Tree of Life recognizes volunteers who have demonstrated exceptional dedication and loyalty to Courage Center, have contributed a minimum of 750 hours of service, have volunteered for at least 15 years, and have the same welcoming presence that Malcolm brought to his volunteer role.

Pearl Hall Award

Given in honor of Courage Center volunteer Pearl Hall. The recipient of this award has made a significant contribution of time to Courage Center's programs, services and clients that has been sustained over a period of time or been of overwhelming importance if it was a one-time activity. Their contribution must have served as a symbol of unselfishness to inspire other volunteers.

Annette Pantel Award

This award was established to honor Annette Pantel, licensed clinical social worker at Courage Center for almost 30 years who retired in 2002. Pantel began the volunteer Social Service Assistant program, which provides case management assistance for clients and their families in our Medical Rehabilitation Services area. Pantel's creativity, innovation, nurturing and spirit of fun are all celebrated with this award. It honors a staff person, who in their supervision of volunteers, demonstrates outstanding teaming and partnering who guides, leads and develop volunteers.

Notes

Dedication

The Volunteer Services Department dedicates this Courage Center Volunteer Handbook to Andy Fuller, a long-time volunteer (25+ years of services). Andy's volunteer commitment and dedication runs deep. He has served on both the Courage Center Board of Directors and the Foundation Board, been a member and leader of many advisory committees and holds the distinctive honor of being selected as a Courage Center Honorary Life Member in 2006. Andy Fuller represents the "generous spirit" of Courage Center and is a great gift to us all. Thank you Andy for giving so much of yourself to Courage Center.

"If you want to find out who you really are, become a volunteer. What you do as a volunteer for a cause you believe in will challenge you, make you stretch and help you grow. In so many ways, you will gain far more than you give. The greatest gift you can give is the gift of yourself. It also happens to be the greatest gift you can give to your self."

— Andy Fuller, Courage Center volunteer (25+ years of service)

Courage Center is a tobacco-free organization.

The use of tobacco products is prohibited on all Courage Center premises, whether owned or leased. Premises include owned and leased grounds, parking areas, company-owned vehicles and employee and guest vehicles parked on Courage Center-owned and leased property.



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