

PANPHA

Handbook

For
Auxiliary and Volunteer
Leaders



Pennsylvania Association
of Non-Profit Homes for the Aging

VOLUNTEERS

Handbook

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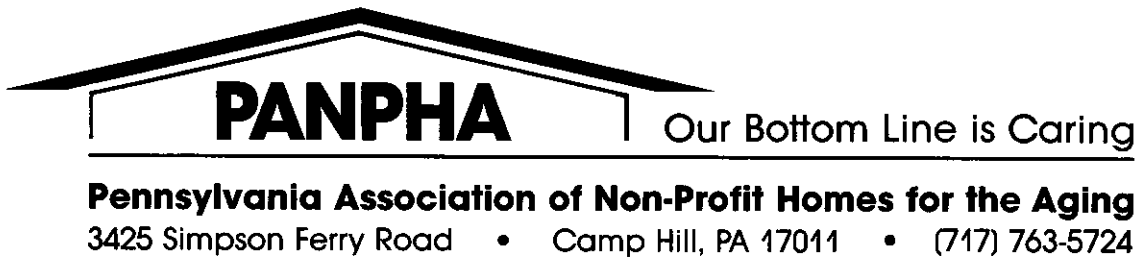


Pennsylvania Association
of Non-Profit Homes for the Aging

1989

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PREFACE

The Pennsylvania Association of Non-Profit Homes for the Aging (PANPHA) was established in 1963 to represent nonprofit private, fraternal, church, and government-sponsored nursing homes in the Commonwealth. The Association now includes 258 voting member organizations providing care, services, or housing for over 40,000 of the state's elderly. Besides representing its diverse membership in the legislative and regulatory arenas, PANPHA provides educational programs, timely publications, and insurance and group purchasing programs.

Recognizing that volunteers and auxiliaries play a major role in the quality of care given in member homes, the PANPHA board of directors created a new volunteer and auxiliaries committee in 1975. This committee was charged with educating those in attendance at PANPHA's Annual Meeting, mostly administrators, of the importance of volunteers and auxiliaries and their relationship to one another.

In 1978 and 1979, this committee expanded its focus and offered workshops throughout the state for auxiliary and volunteer leaders. These workshops were informative sessions on all aspects of auxiliary work and volunteer programming which resulted in increased commitment and interest in the volunteer sector and its relationship to the quality of life for residents in our homes.

On September 26, 1979, the PANPHA board established PANPHA VOLUNTEERS and approved an initial set of guidelines for the newly organized affiliate. The Governing Body of PANPHA VOLUNTEERS consists of 15 members with representation from PANPHA's regional chapters appointed by the PANPHA president. One of the major responsibilities of the Governing Body is to plan for a state-wide annual conference. Although PANPHA VOLUNTEERS is an autonomous unit, it is directly responsible to the PANPHA board of directors.

PANPHA-PLUS is the newsletter of the organization and is "dedicated to the volunteer and auxiliary persons who provide the indispensable PLUS so essential in lifting the level of the quality of life for persons in long term care. We believe that the individual resident is the most important person."

PANPHA VOLUNTEERS is comprised of a diversity of facilities following a large variety of organizational models: large and small, nursing and residential, skilled and intermediate, rural and urban, closely knit to one or more agency, constituency, congregation or sponsor.

This handbook is designed to be used as a guide only. Each program must be tailored to the specific needs of residents, the size of the facility, and the availability of constituents.

PANPHA VOLUNTEERS also offers a complete line of recognition items for sale as "thank you's" to volunteers working with older persons. For more information, contact the PANPHA office.

TABLE OF CONTENTS

Preface		
Chapter 1	The Nursing Home Resident	1
	Working with Residents	2
	The Rights of Residents	5
Chapter 2	The Volunteer Program in a Long Term Care Facility	9
	Establishing a Volunteer Program	9
	The Responsibilities of a Director of Volunteers	10
	Volunteer Program Evaluation	11
	Recruitment	12
	Interviewing and Placement	16
	Matching the Volunteer to the Job	16
	Orientation	17
	Supervision	18
	Inservice Education and Training	18
	Evaluating Volunteer Performance	18
	Recognition and Retention	21
	Volunteer/Staff Relationships	22
Chapter 3	The Volunteer	23
	Volunteer Opportunities	23
	Volunteer Guidelines	24
	Do's and Don'ts for Volunteers	24
	Sample Job Descriptions	26
Chapter 4	Organizing an Auxiliary	29
	Purpose	29
	Organizing	29
	Auxiliary Bylaws and Procedures	30
	Sample Membership Cards	37
	Recruitment	38
	The Keyperson Concept	38
	Fundraising	38
	Public Relations	39
	Summary	39
	Sample Job Descriptions	40
Glossary		41
For additional information		44
Sample Forms		44
	Volunteer Applications	45
	Staff Request for Volunteer	47
	Volunteer Time Sheet	49
	Evaluation — Volunteers	51
	Evaluation — Management	53
Index		57



Chapter 1

THE NURSING HOME RESIDENT

The focus of attention in developing material to support a volunteer and auxiliary program in a long term care setting is, of course, the resident. While many benefits accrue to the providers of service, whether paid or volunteer, it is the resident of our nonprofit facilities who must continually remain in view.

In the United States less than five percent of the population over 65 is in an institution at any given time. Though the percentage is small and may not change very much, the number of persons requiring care is expected to increase as the older segment of the population grows. At the same time, regulatory agencies are narrowing the criteria for eligibility which will result in persons being admitted to nursing homes who are more dependent and less active than the average resident we have known.

The resident comes with a variety of limitations imposed by disease and/or disability. Radical change and severe loss usually characterize his or her situation: it is change of place and associations, from private to public accommodations, from the family and neighborhood setting to an institution filled with strangers. It is loss of independence, freedom to make many choices, and often loss of financial security and social status. That person may interpret what has happened as punishment, rejection or failure. Moreover, the situation may be permanent.

On the other hand, it must be noted that "long term care" for some may be only a few weeks duration, for others a few months. It may also be viewed as a welcome relief, a bright promise of more comfortable living arrangements with better care, more attention, or as an opportunity to regain strength and health. That resident may be convalescing, responding to rehabilitative procedures and planning to return home. Most facilities will accommodate a number of persons in this category who must also be served by the volunteer and auxiliary programs.

In addition, the resident in the long term care facility is more likely to be a woman than a man. (The male-female mix in a nursing home reflects that of the older population in general.) But her desire for relationships is not, by virtue of age, necessarily limited to her own sex. Accordingly, the facility should encourage volunteer participation by men, too. For some, contacts with members of the opposite sex will be the most helpful and stimulating aspects of their nursing home experience.

Nonprofit homes focus on the whole person with recognition that a resident's physical, spiritual, emotional and social needs are interrelated. To be effective in dealing with one set of needs requires attention to all. Too much emphasis on a medical approach to the resident's needs, for example, may leave the person neglected in other ways. The volunteer's participation at several levels is vital in undergirding this "holistic care" concept.

Working With Residents

Attitudes and skills necessary to work successfully with the elderly do not differ markedly from attitudes and skills needed to work with any other persons who need help. Nursing home residents are like everyone else — each is a distinct person with different feelings and reactions. Some residents adjust easily to nursing homes; some never do.

A person entering a long term care facility often has experienced losses of one kind or another, such as health, mobility, spouse, home, possessions, friends and their ability and/or freedom to shop, spend money or manage their own medication. These losses can lead to:

1. Depression
2. Boredom, restlessness, irritability, sleeplessness
3. Loneliness
4. Worry and fears of falling
5. Shame and loss of dignity, confidence, self-respect
6. Fear of being a burden to family
7. Loss of social status

The resident who has a *physical handicap* experiences periods of anxiety and frustration. By understanding these feelings, the volunteer can contribute to the resident's well-being. Patience and a positive attitude are important to the resident's feeling of self-esteem. The resident must be encouraged to participate and become more independent in daily living activities.

1. Strokes can alter the identity of a resident. A stroke can cause frustration in the resident's ability to express himself clearly or to control his motor responses.
2. Cerebral arteriosclerosis (lack of nourishment to the brain and subsequent decreased brain functioning) can result in confusion and forgetfulness.
3. Injuries, such as hip fractures, can cause trauma, decreased mobility and increased dependence.
4. Hearing and visual losses add to increased confusion and decreased mobility.
5. There can be increased susceptibility to major illnesses, such as heart disease, diabetes and cancer.

As a family member, friend or volunteer your reaction to expressed anxieties can have a positive or negative effect.

Aging is a life process. An overly sympathetic approach to a resident may have a negative effect. A positive approach may help the resident to see that although many losses have occurred, life can still have meaning!

Special Geriatric Rehabilitation Techniques

In nursing homes today, staff volunteers may receive training in special geriatric rehabilitation. This holistic approach, with emphasis on medical problems and emotional losses, gives the resident a sense of dignity and self-worth.

Reality Orientation

Reality orientation is a technique of rehabilitation and focuses on person, time and place. The program is most appropriate for confused or disoriented residents who may have some degree of organic cerebral deficiency resulting from arteriosclerosis, head injury, stroke, organic brain syndrome, or as a result of sensory deprivation or overmedication. Besides treating the confusion, physical disabilities must also be treated and attempts made to correct impairments of hearing, sight, locomotion, speech, etc. Reality orientation begins by assisting the resident to use that portion of the cerebral function that is still intact and needs to be repeated on a 24-hour basis by family members, staff and volunteers who come in contact with the resident.

Validation Therapy

Validation therapy is based on the belief that each human being is different and valuable, no matter how disoriented. All behavior has meaning and the caregiver must use empathy to tune into the behavior to understand it, and say the "feelings" expressed by the behavior are true. Rather than correcting the persons misidentification of person, time and place, attempt to understand the emotional need being expressed.

Example: Patient — "I want to go home to see my mother."

Caregiver — "You miss your mother very much." Not "Don't you remember your mother is dead?"

Remotivation

A small group of residents is selected to form a discussion group. Ideas are introduced to encourage the depressed and/or withdrawn resident to interact. Remotivation techniques include sensory stimulation, poetry reading and topics relating to work and life experiences.

Attitude Therapy

Professional staff members and consultants assess residents' behavior and as a result of that assessment may prescribe specific attitudes to be assumed by staff members and volunteers when relating to certain individuals. They can be summarized as follows:

1. Active friendliness — the attitude used most often with the geriatric patient. It is supportive and ego-building. This is the attitude a volunteer should assume unless instructed otherwise.
2. Matter-of-fact (or kind firmness) — the attitude used to give the resident some responsibility for his own actions. An attitude which says "Now's the time to wash your face," rather than "Let me wash your face now." It is an effective approach with chronic complainers.
3. Passive friendliness — used with someone who is suspicious of those who would offer help. When a staff member indicates that such an approach is appropriate, the volunteer is available but does not offer help unless requested to do so by the staff.
4. No demand — used with the angry resident who has lost control and is venting anger. If the venting becomes more than verbal abuse, the volunteer withdraws quietly and allows a staff member to take over. It is important, though, to return at a later time and affirm acceptance of the resident to allay feelings of rejection and guilt.

Death and Dying

Residents in a long term care facility may encounter problems with death and dying. Most of the older residents will have experienced the death of a loved one. Others may be troubled by the serious illness or death of a friend or acquaintance in the home. Still others may be conscious of the fact that their own death is not far away.

Some residents will talk a great deal about death, often expressing the thought that they are no longer of any use to anyone and are waiting to die. They may ask questions about why they are still here and why God does not take them. Some of these expressions for death are sincere; others are seeking reassurance which might indicate that death is not imminent. There are residents who may have a serious fear of death or a sense of guilt which enhances that fear. A relationship of love and understanding is necessary to give a wholesome response to questions or comments concerning death. A good listener who shows compassion and understanding is providing a valuable service.

General Guidelines for Working With Nursing Home Residents

1. Treat residents as adults.
2. Request the cooperation of the resident. Do not give orders.
3. Be positive. Give praise for what the residents can do. Do not dwell on what they cannot do.
4. Encourage the residents to do for themselves what they are able to do. Offer assistance only when necessary.
5. When the residents complain, do not take it personally. Remember, they cannot vent their frustrations in other ways.
6. Respect privacy. Always knock before entering.
7. Be a good listener. Residents enjoy reminiscing.
8. Keep the residents informed by discussing current events and the activity programs of the facility.
9. Give equal attention to ALL residents. Some residents will appeal to you more than others and become your friends.
10. Respect the personal dignity of the residents. Do not discuss the residents as if they are not there.

46 Motivation Techniques That Work

1. Make the resident think she is helping.
2. The activity will grow slowly as the resident becomes involved.
3. Visual aids help break the steps into something more understandable and more approachable to him.
4. An unfinished job invites completion.
5. Make something worthwhile for someone else — such as basic living items, layettes; Red Cross disaster situations proved this worthy.
6. Use the reward system.
7. Give public recognition, or intentional nonrecognition in some cases.
8. Label the items with the resident's name, if acceptable to the resident.
9. Use the resident as a leader, if capable.
10. Expose the resident to sensory stimulation, such as music.
11. Show her the necessity of activity.
12. Encourage her to help others in a group.
13. Give her competition with other residents.
14. Watch for any leads which the resident may exhibit.
15. The leader needs to know the resident, her interests, basic needs and drives.
16. Ask her to please some person whom she likes.
17. Be persistent, but not too personally involved for the good of the resident.

18. Use the opposite sex.
19. Arouse curiosity.
20. Assign the handicapped to help the handicapped.
21. Appeal to recognition of her accomplishment.
22. Approach her with the monetary values of the project.
23. Display items of accomplishment.
24. Have coffee breaks.
25. Have surprise groups.
26. See her shortly after her admission in the home.
27. Say, "Do you want to go at 1:30 or 2:00?" — not, "Do you want to go?"
28. Give her a limited amount of competition.
29. Change the staff member at some point.
30. Make sure of a common interest which the leader may have, such as speaking German.
31. Not your reason, but something appealing to her — this should be the approach.
32. Use others for referrals which may offer more interest the next time.
33. See that she is proud to be wearing the clothes she has; correct poor clothing if it is a problem.
34. Think of the resident as a person, not "the CA," "Stroke," "resident in 221," but "Mr. James Brown."
35. Different approaches might be used, "When you come back from the beauty parlor..."
36. "Help me, please," might get her to the table or discussion circle.
37. Try a strong, positive approach, "It's time to..."
38. Persist in continually coming back.
39. Use a resident to persuade another to come.
40. Give reassurance. The resident may be fearful of being stuck someplace: "I'll take you back."
41. Use a positive attitude: "Let's try it one more time."
42. Reach her through religion, if this is a strong appeal.
43. Give the resident the opportunity for expression, whatever it may be.
44. Humor her.
45. Use role playing.
46. Use bright colors in dress, bulletin boards, posters, recreation, room decor.

(from Discussion Topics for Oldsters in Nursing Homes by Toni Merrill, published by Charles C. Thomas, 301-327 East Lawrence Ave., Springfield, Illinois.)

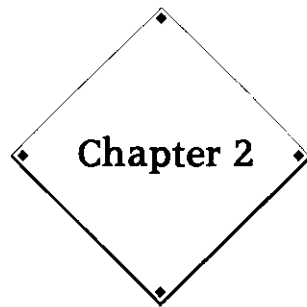
The Rights of Residents

The circumstances of institutional care dictate that many privileges and choices become severely limited. However, certain rights attend residents as stated in the Commonwealth's "Patient's Bill of Rights" (Department of Health Long Term Care Facility Regulations). Any who serve in a health care facility in Pennsylvania should be familiar with them. They are as follows:

Patient Rights

- (a) The governing body of the facility shall establish written policies regarding the rights and responsibilities of patients and, through the administrator, shall be responsible for development of and adherence to procedures implementing the policies.
- (b) The policies and procedures shall be made available to patients, guardians, next of kin, a sponsoring agency or a responsible person.
- (c) Policies of the facility shall be available to staff, patients, consumer groups and interested public, including a written outline of the facility's objectives and a statement of the rights of its patients. The policies shall set forth the rights of the patient and prohibit mistreatment and abuse of the patient.
- (d) The staff of the facility shall be trained and involved in the implementation of the policies and procedures.
- (e) The patient and patient's responsible person, or in the case of a Medical Assistance recipient, the recipient and the relevant County Board of Assistance in the absence of a patient's responsible person, shall be informed verbally and in writing prior to, or at the time of admission, of services available in the facility and of charges covered or not covered by the basic per diem rate of the facility. If changes in the charges occur during the patient's stay, the patient shall be advised verbally and in writing reasonably in advance of the change. "Reasonably in advance" shall be interpreted to be 30 days unless circumstances dictate otherwise. If a facility requires a security deposit, the written procedure or contract that is given to the patient or patient's responsible person shall indicate how the deposit will be used and the terms for the return of the money. A security deposit is not required for a patient receiving Medical Assistance.
- (f) The patient shall be fully informed, as evidenced by the patient's written acknowledgement, prior to or at the time of admission and during stay of the rights and of regulations governing patient conduct and responsibilities.
- (g) The physician shall inform the patient of his medical condition unless it is medically contraindicated, as documented in the medical record. The patient shall be afforded the opportunity to participate in the planning of his medical treatment. The patient has the right to refuse treatment, to the extent permitted by law.
- (g) The patient shall be transferred or discharged only for medical reasons, for his welfare or that of other patients or for nonpayment of stay if the facility has demonstrated reasonable effort to collect the debt.
- (i) The patient shall be encouraged and assisted throughout the period of stay to exercise his rights as a patient and as a citizen and may voice grievances and recommended changes in policies and services to the facility staff or to outside representatives of his choice. The patient or patient's responsible person shall be made aware of the Governor's Action Line (toll free 1-800-932-0784) and the Department's Hot Line (1-800-692-7254), and the telephone number of the Long Term Care Ombudsman Program located within the local Area Agency on Aging, and the local Legal Services Program to which the patient may address grievances. A facility is required to post the ombudsman poster in a prominent location.
- (j) The patient shall be free from interference, coercion, discrimination, or reprisal.
- (k) A patient may manage his personal financial affairs.
 - (1) If the facility accepts the responsibility for the financial affairs of the patient, the patient or responsible person shall designate the transfer of responsibility in writing. The facility shall establish and maintain written policies and procedures that:
 - (2) Prohibit the commingling of patient's funds with facility funds.
- (m) The patient shall be free from mental and physical abuse and free from chemical and, except in emergencies, physical restraints except as authorized in writing by a physician for a specified and limited period of time or when it is necessary to protect the patient from injury to the patient or to others.

- (n) The patient shall be assured confidential treatment of the personal and medical records and may approve or refuse their release to an individual outside the facility, except in case of a transfer to another health care institution or as required by statute or third party payment contract.
- (o) The patient shall be treated with consideration, respect and full recognition of dignity and individuality, including privacy in treatment and in care for the necessary personal and social needs.
- (p) The patient may not be required to perform services for the facility that are not included for therapeutic purposes in the plan of care and agreed to by the patient.
- (q) The patient shall be permitted to associate and communicate privately with persons of choice. The patient shall be permitted to send and receive personal mail unopened. Facility staff may assist the patient in sending or receiving personal mail if the patient requests assistance.
- (r) The patient shall be permitted, unless medically contraindicated, to participate in social and religious activities without interference from the administrator or the facility staff except as noted in s 201.30 (relating to access requirements).
- (s) The patient shall be permitted to meet with community groups unless medically contraindicated, as documented by the physician in the medical record.
- (t) The patient shall be permitted to retain and use personal clothing and possessions as space permits unless to do so would infringe upon rights of other patients and unless medically contraindicated, as documented by his physician in the medical record. Reasonable provisions shall be made for the proper handling of personal clothing and possessions that are retained in the facility. The patient shall have access and use of these belongings.
- (u) A patient shall be afforded an opportunity to meet in private with visitors or persons of choice.
- (v) The rights and responsibilities specified in subsections (f)—(i) and (k) devolve to the patient's responsible person in the following instances.
 - (1) A patient adjudicated incompetent under Commonwealth statutes.
 - (2) A patient found by his physician to be medically incapable of understanding his rights.
 - (3) A patient who is unable to communicate in any way.
- (w) The patient rights in this section shall be reflected in the policies and procedures of the facility.
- (x) This section shall be posted in a conspicuous place near the entrances and on each floor of the facility. The facility shall post in a conspicuous place near the entrances and on each floor of the facility a notice which sets forth the policy intent of this section. The facility shall on admission provide a patient or patient's responsible person with a personal copy of the notice. In the case of a patient who cannot read, write or understand English, arrangements shall be made to communicate this policy to the patient. A certificate of the provision of personal notice as required in this section shall be entered in the patient's medical record.
- (y) No experimental research or treatment in a nursing home shall be carried out without the approval of the Department and without the written approval of the patient after full disclosure. For the purposes of this subsection, "experimental research" means an experimental treatment or procedure that:
 - (1) Is not a generally accepted practice in the medical community.
 - (2) Exposes the patients to pain, injury, invasion of privacy or asks the patient to surrender their autonomy, such as a drug study.



VOLUNTEER PROGRAM IN A LONG TERM CARE FACILITY

Dr. Tessie Okin, professor of the School of Social Administration, Temple University, stated:

“Modern volunteers are a unique breed whose ancestors have helped build this country. Their potential is incalculable. Volunteers have both the opportunity and the responsibility to become society’s value changers if they are utilized effectively.”

In a long term health care facility, the volunteers more often work on a person-to-person basis, becoming valued members of the therapeutic team. While the professional staff concentrates on medical and health needs, the volunteers can help to fill social and emotional needs. Volunteers have chosen to give of themselves freely and are helping because they want to help.

An effective volunteer program is essential in a long term care facility. It can:

1. Enhance the quality of care given to the resident
2. Help prevent the depersonalization of the resident
3. Provide supportive services to residents and staff
4. Serve as a public relations link to the community
5. Provide a means for economic strength for the facility
6. Connect the resident to the community
7. Aid the facility in retaining a warm, personal, human touch
8. Meet the needs of the volunteers

Establishing a Volunteer Program

The impetus for starting a volunteer program may come from any of the following sources: the facility’s board of directors, the administrator, the staff, the resident, the auxiliary, the community, the constituency. A volunteer program is organized to complement the staff.

The purpose and objectives of the volunteer program must be in harmony with those of the facility and they should be reflected in a written statement which is reviewed frequently by the administrator and the board of directors. Definite lines of communication and accountability must be identified as well as a person designated to be responsible for the volunteer program (the director of volunteers).

A director of volunteers needs to possess a variety of skills. It is essential that he/she have the following skills:

1. Interpersonal skills (the ability to deal with people) and nurturing skills (the skill of developing persons to their optimum potential).
2. Public relations — have a thorough understanding of and working relationship with community media and agencies.
3. Communication skills — be able to articulate the needs and story of the facility.
4. Creativity and flexibility — have the ability to adapt easily to change and to create a positive environment for volunteers.
5. Administrative management skills — to serve as a vital member of the administrative team of the facility responsible for the development of goals, objectives and budget of the volunteer program.
6. Sensitivity — be tuned in to the needs of both the resident and the volunteer and match needs appropriately.

The director of volunteers position can be:

1. Full-time salaried
An organization with strong support for its volunteer program employs a full-time director of volunteers who is accountable to the administrator and is responsible for the volunteer program and its implementation.
2. Part-time salaried
A person employed on a part-time basis solely to direct the volunteer program. A part-time salaried director of volunteers, also accountable to the administrator, is a person whose job may include other functions, such as activities, public relations or social services.
3. Volunteer
A volunteer director of volunteers does not receive financial remuneration for coordinating and directing the volunteer program. The volunteer director of volunteers should be accountable to the administrator.

The advantages of employing a full-time director are:

1. A full-time director is directly accountable to the administrator.
2. A full-time director can better interpret the volunteer program to the staff by being an integral part of that staff.
3. A full-time director becomes a respected team member of the nursing home staff and participates in the residents' plan of care.
4. A full-time director adds day-to-day continuity to the volunteer program.
5. A full-time director becomes the necessary link between the administrative staff and the auxiliary leadership.
6. A full-time director has time and the expertise to participate in a public relations role.

The Responsibilities of a Director of Volunteers

The responsibilities of a director of volunteers listed below should be included in a written job description.

1. Recruitment
2. Interviewing and placement
3. Orientation and training
4. Supervision

5. Recognition and retention
6. Serves as a liaison between the facility and the auxiliary

Various managerial tasks should also be included:

1. Record keeping
2. Attending staff meetings
3. Coordinating the volunteer program with the needs of the facility
4. Developing job descriptions for all assignments
5. Interpreting facility policy and procedures to the volunteers
6. Conducting an on-going evaluation of the volunteer program

Volunteer Program Evaluation

An evaluation of the volunteer program is different from an evaluation of the volunteer director. The program needs to be evaluated to: 1) assess the effectiveness of the volunteer program components, 2) determine benefits or detriments to program expansion and reduction, 3) document success, 4) account for volunteer program expenditures, 5) ascertain strengths and weaknesses of volunteer program personnel. An evaluation can show where volunteers aren't involved and why.

There are three basic steps involved in the evaluation of a volunteer program: 1) establish standards (they should be measurable, observable, realistic) for the components of the program, 2) measure performance against the standards, 3) determine methods to create deviations.

Dialogue (written and verbal) is needed between the administrator and volunteer director.

Recruiting and Training Volunteers by Paul J. Ilsley and John A. Niemi, lists the following program components that may be used in a volunteer program evaluation and sample criteria for measurement:

1. Program design
 - program planning (achievement of objectives)
 - job design (number of unfilled volunteer jobs)
 - facilities (working environment, storage space)
 - coordination with paid staff (staff's knowledge of purpose of the volunteer program)
2. Selection
 - recruitment (turnover rate, performance of volunteers)
 - interview (suitability of interview design)
 - selection decision (criteria for selection)
3. Socialization and training
 - orientation and preservice training (methods and techniques used)
 - placement (choices offered volunteers, satisfaction of paid staff)
 - in-service training (frequency and duration, turnover rate)
4. Guidance
 - supervision/motivation (volunteer satisfaction, group spirit)
 - management (type of leadership demonstrated)
 - recognition (scheduled events, publicity, rewards)
5. Administration
 - community linkages (speaking engagements)
 - records and reports (type of data available and required)
 - budgeting (proposals written, sources of funding)
 - evaluation (what is evaluated, frequency, utility of results)

Sample Job Description

Job Title: Director of Volunteers
Main Function: Administration of Department of Volunteers and Coordination of Volunteer Services
Responsible to: Administrative Supervisor
Qualifications: Background of management with emphasis on personnel placement, business administration, public relations, a knowledge of social sciences.
Good communicator, able to get along with everyone. Enthusiastic attitude. Good memory for names and faces. Ability to listen. Encouragement of constructive attitudes. Avoidance of "crisis" situations. Ability to "hire and fire."

Duties and Responsibilities:

1. Thoroughly understand philosophy, objectives and physical aspect of agency; develop volunteer department's own philosophy.
2. Recruitment of new volunteers.
3. Interviewing and screening of new volunteers, general orientation, tour of facilities, signing-up and placement in agency, follow-up evaluations.
4. Supervision of and consultation with assistant director of volunteers.
5. Supervision of volunteer intern program.
6. Supervision of volunteer office staff.
7. Planning of in-service training.
8. Cooperation with all departments requesting volunteers.
9. Liaison between facility and RSVP (Retired Senior Volunteer Program); working relationship with RSVP project director.
10. Coordinating volunteers assigned to mass activities in conjunction with volunteer chairperson of: auxiliary, board of directors, activities committee, and in-house mass activities.
11. Planning of annual volunteer recognition week, recognition luncheon, and volunteer awards.
12. Attendance at monthly administrative staff meeting and other meetings as necessary.
13. All administrative and organizational details pertaining to running of department of volunteers including policies and procedures.
14. Working relationship with other facilities and professional associations.

Recruitment

Recruitment is an essential facet of the volunteer program. A Gallop Poll indicated that 43% of all volunteers do so because they have been recruited. The following are recruitment guidelines adapted from *The Effective Management of Volunteer Programs* by Marlene Wilson (pp.115-119):

1. Be specific in recruiting. Some generalized public relations is necessary to acquaint the community at large with the program and to establish visibility and credibility. However, few volunteers are recruited this way. It is better to:
 - A. Choose appropriate audiences whose interests and priorities match your needs.
 - B. Determine your needs and actively seek out necessary skills.
 - C. Develop a job description in harmony with the qualifications and duties of the volunteer position.
2. Have a year-round recruitment plan.
3. Use the services of the volunteer bureau, voluntary action center, retired senior volunteer program or other referral sources in your area.
4. Recruit by inviting people to respond to an opportunity, not by telling them they "ought" to serve.
5. Be enthusiastic.
6. It is helpful to understand why people volunteer so motivation can be channeled into need. The following are the "Frequently Stated Reasons for Volunteering."
 - the desire to utilize special knowledge and skills
 - the need for a sense of security that results from feeling one's life has purpose, meaning and significance
 - the need to be a part of activities that have neighborhood, community, regional or national importance
 - the desire to help others
 - the desire for recognition and status
 - the need to feel useful and needed
 - an interest in learning new skills and participating in enjoyable and rewarding activities
 - the desire to gain visibility and skills that will help advancement in employment and social arenas
 - the need to actively utilize leisure time and reduce loneliness, isolation and pressure

"I can't find anyone willing to volunteer for this project!"

How often have you felt that way? While there's no quick, easy way to recruit volunteers, there are things you can do to make yourself a better volunteer recruiter. With time, persistence and a little savvy, you can find the right volunteer for the right job - any job.

Know the Job

"This is a great project, and I'm asking anyone who's interested to volunteer."

You may have a great project, but you're not likely to get people to volunteer unless you tell them what the volunteer's duties will be, when and where the person is needed to work, how much time it will take (per day, per week, per task), what you hope to accomplish and the results you expect, how many volunteers will be involved, whether travel is involved, and whether you're going to provide training.

If your project involves a number of different tasks, you'll need to sketch out a short but specific job description for each one. For example, if you're planning to raffle off homemade goods to raise funds for a charitable cause, you'll need volunteers to make or bake the items to be raffled; someone to arrange for the printing of the raffle tickets; people to sell the tickets; one person to coordinate the event and others to assist; perhaps an emcee; and so forth. Each one of these tasks requires different skills and different degrees of commitment of time and resources. Knowing what you want people to do will make it easier for you to find them and interest them in your project.

Fit the Volunteer to the Job

"Anyone can do this; it's easy."

Let's face it, the world is full of different kinds of people with various skills, talents, interests and experiences. Not everyone is willing to do anything, but most people will do something if (a) they feel confident they can do a good job, and (b) they have some familiarity with the duties required.

Take some time to draft a brief profile of the kind of volunteer you need for each task. Include any particular skills, talents, interests, experience or personal qualities the volunteer should have. Consider who it is you want to help and the persons who could best serve this population. If geographical location or availability at a specific time or day is important, note that too.

Next, ask yourself where you might find someone who fills your qualifications and make a list of how and where you can contact potential recruits. You may want to start by talking with people in the community who can help you recruit or refer you to potential volunteers, such as a rabbi or minister or member of a civic group.

When looking for persons to fill a number of positions, it's a good idea to rank them in some order of priority. If you need volunteers to help you plan or recruit other volunteers, find those people first. Or, you may want to recruit committee members first and then look for a chairman. That way you can let the potential chairman know how many volunteers are available and who she/he will be working with.

Use the Personal Approach

"I put a sign-up sheet in the back of the room but nobody signed up."

People like to be recognized and appreciated for who they are. A sign-up sheet says, in effect, "I'll take anybody." But who wants to be thought of as just anybody?

When you approach people on a one-to-one basis and they know that you've taken some interest in them, they'll be more responsive. Using your job description and volunteer profile, let them know that you recognize they have the qualifications you're looking for, that you've noticed and admired certain qualities they have. Make them feel wanted and needed for who they are.

Don't say: "Mary, I can't get anybody else to do this. Will you help me?" Say: "Mary, I've watched you at meetings and noticed you're really comfortable talking with new people. We need someone like you to serve as a hostess for our fundraising event. Are you available?" But don't say it unless it's true.

If Mary is like most people, she's likely to ask, "What's in it for me?" Even if she doesn't say it, she's probably thinking it. Be prepared to point out certain benefits of the position. Maybe Mary is chairman of another committee. By serving as hostess she can spot potential committee members. While the spirit of service is an important motivating factor for any volunteer, it helps to give the volunteer a reason for taking on this particular assignment. You'll need to learn enough about Mary to know what benefits are of interest to her.

You'll probably get turned down now and then. When this happens, listen to what the person has to say. If there is good reason, be gracious and leave open the possibility of some future position. If the person is just showing reluctance, ask again at another time. Sometimes it takes a person a while to warm up to the idea of volunteering or to be made to feel confident. You may have to provide encouragement by saying, "Will you think about it?" Then follow up sometime soon. Be sure to have a list of several candidates, so if one says no you can go to the next.

(from AARP Highlights, a newsletter published by the American Association of Retired Persons.)

Techniques for Recruiting Volunteers

1. Place a newspaper ad (Sunday is the best day).
2. Do a television or radio spot (public service announcement).
3. Have volunteers appear on talk shows (radio and television).
4. Get newspaper coverage (stories about your program and individual volunteers, etc.)
5. Host volunteer recruitment parties.
6. Have open lunches or bag lunches.
7. Have invitational lunches.
8. Give presentations to community groups.
9. Be on the emergency speaker's list of local community groups.
10. Share your needs and programs before local boards and commissions (get mentioned in their minutes).
11. Send out fliers.
12. Put fliers at "key posting areas" around town.
13. Put fliers in appropriate shops.
14. Put ads where volunteers congregate:

supermarkets	unemployment offices
community and senior centers	student employment offices
churches	student unions
	libraries
15. Encourage volunteers to recruit friends.
16. Show a film or slides.
17. Start a speakers' bureau (volunteers trained to give presentations for you).
18. Pass out recruitment brochures.
19. Put ads in membership newsletters.
20. Contact local resources:

SCORE (Service Corps for Retired Executives)
VAC (Volunteer Action Council)
AARP (American Association of Retired Persons)
NRTA (National Retired Teachers Association)
NCVA (National Center for Voluntary Action)
Junior League
Junior Chamber of Commerce
Service clubs (Rotary, Elks, Optimists, etc.)
AAUW (American Association of University Women)
League of Women Voters
PTA (Parent-Teachers Association)
RSVP (Retired Senior Volunteer Program)
YWCA and YMCA
Boy and Girl Scouts
Future Farmers
Boys' and Girls' Clubs

21. Ask local politicians for names of prospective volunteers.
22. Involve student associations.
23. Set up recruitment booths at local schools.
24. Organize telethons.
25. Participate in volunteer fairs.
26. Get photos of volunteers into local newspapers with news articles.
27. Recruit with personal letters from volunteers to volunteer candidates.
28. Host teas and dinners.
29. Recruit over the telephone.
30. Contact unions and their local offices.
31. Talk to public relations people in industry.
32. Contact local corporations about donated executives and "release time."
33. Contact professional societies for names of volunteers.
34. Ask successful volunteer organizations how *they* recruit their volunteers...then follow their examples.
35. Host press parties.

Interviewing and Placement

The director of volunteers conducts an initial interview with each prospective volunteer. The purpose of the interview is twofold: (1) to determine if the applicant is appropriate for a nursing home setting; and (2) to select a volunteer assignment which meets the needs of the individual and the facility.

1. The interview should be conducted privately and preferably by appointment.
2. An application should be filled out by the volunteer which provides basic information needed for the volunteer's permanent record.
3. The director's goal is to make the applicant feel comfortable and at ease. The director should:
 - A. Give general background and information about the facility.
 - B. Ascertain talents, interests and abilities of the applicant.
 - C. Encourage the applicant to ask questions and participate in the interview.
 - D. Accept or reject the applicant at this time or defer placement until an appropriate position becomes available.
 - E. Base placement of a volunteer on information gained during the interview. A job description specifying qualifications and duties of the volunteer should be given to the volunteer.

Matching the Volunteer to the Job

Assigning tasks for auxiliary members/volunteers can be made easier by considering a combination of three factors: the amount of resident contact in a particular position; the amount of training required; and the motivation of the individual volunteers. Its use helps avoid mismatches, such as placing a highly-motivated volunteer in a position requiring routine, repetitive activities, or placing someone wanting to "help people" in a position providing contact with staff only.

This method also helps reduce the high turnover rate among volunteers by decreasing costly and disruptive recruitment/training/supervisory procedures. It assures volunteers initial placement in positions meeting individual needs and interests, including career goals.

High-contact systems have a great deal of interaction between the resident and those responsible for delivery of services; i.e., interaction between nurse and patient. Low-contact activity might be laundry service, performed out-of-sight with little or no direct contact with the patient.

Different skills/work methods are required for high and low contact activities. Specific tasks may require different degrees of training: working with the mentally impaired requires a great amount of both theoretical and practical training, while typing receipts requires less, and a different kind of training.

Volunteer motivations fall into three basic categories: a) a deep desire to help others, "Altruistic Volunteers," b) wanting to broaden work experience, useful as an aid to getting a job in the future, "Curriculum Vitae" or "C.V. Volunteers," c) lonely/recovering from an emotionally difficult period, "Therapy Volunteers." (In this case, providing a volunteer position becomes another aspect of an organization's services.)

To match volunteers with work/activities of value both to themselves and the organization, remember that the altruistic volunteer is most content when she/he is in contact with residents, whether or not this requires a certain degree of training or skills. Such contact reinforces the feeling of usefulness. The C.V. volunteer prefers to learn something new. She/he would fit best into a situation where a high degree of training is required. In the case of the therapy volunteer, the organization's needs must prevail. Start them in programs requiring little training until their capabilities can be better determined. Simple, low-contact jobs can be immediately therapeutic for these volunteers, providing an opportunity for accomplishment and competence with minimal stress.

To enable all volunteers to learn new skills, a technique could be designed along the lines of a "career plan," based in part on the (average) length of time the volunteer expects to stay with the organization. Altruistic volunteers could change positions as long as they offered direct contact with clients. C.V. volunteers without many skills or experience could be placed in positions requiring moderate training, later promoted to those requiring more well-developed skills. This may or may not include a high degree of contact. A similar "promotion" system can be applied to therapy volunteers once their capability becomes clear, and they are ready to move into positions requiring more training and responsibility. Therapy volunteers should not be excluded from high-contact positions, but their placement should be done carefully.

Orientation

All volunteers should receive orientation.

1. The purpose of orientation is to acclimate the volunteer to the new environment, and instill in the volunteer awareness of being a part of the facility.
2. The orientation procedure should include:
 - A. Information about the facility (including tour), volunteer program and specific assignments
 - B. Specifics found in the volunteer guidelines
 - C. Philosophies of the facility and of the volunteer department
 - D. Uniform, if needed

- E. Name tag or other means of identification
- F. Parking information
- G. What to do in case of injury or illness while on duty
- H. What to do in case of absence
- I. Sign-in procedure
- J. Disaster management plan of the facility as it relates to the volunteer (i.e. fire, etc.)
- K. Psychosocial needs of the resident
- L. Confidentiality of information on residents
- M. Federal income tax deductions that may be available to the volunteer
- N. Personal liability of the volunteer and insurance coverage provided by the institution.

Where possible, these items should be written in a brochure or handbook and distributed to volunteers.

Supervision

The volunteer is responsible to the supervisor and/or staff member of the department to which he has been assigned.

Periodic reviews between the staff member, volunteer and the director of volunteers will make provision for the airing of mutual concerns. It may be necessary to redevelop a job description, reassign the volunteer, or dismiss.

Inservice Education and Training

Training for specific assignments should be done by the staff member responsible for that particular skill. Skills required to carry out the assigned tasks should be written, handed to the volunteer and signed to become part of the volunteer file.

Volunteers need to be encouraged and invited to attend on-going, inservice (in-house) training opportunities for staff as well as inservice training developed for volunteers.

Volunteers may also be encouraged to attend educational workshops.

Evaluating Volunteer Performance

When you need a volunteer in a hurry to assist with a simple task, like distributing leaflets or helping to set up chairs for a meeting, just about any kind soul will do. But for more lasting or responsible volunteer jobs, you need someone who has the skills and experience to do the job well.

Recruiting the right person for the job is only half the challenge, however. You need to know how well that volunteer is performing once he or she is on the job — and the volunteer needs to know, too.

You may be reluctant at first to "judge" the work of a fellow volunteer. After all, it's not easy recruiting volunteers. And besides, isn't the volunteer working for free?

But think about the larger picture. What will happen to your program or project, or to the population you serve, if the volunteer does not carry out his or her duties properly? How long is that person likely to remain a volunteer if he or she does not feel successful?

Bear in mind, too, that although the volunteer is not getting paid, volunteers are not free. It takes time and resources to recruit, train and supervise a volunteer.

Develop a Job Description

Bad feelings can arise when an evaluation is perceived as being unfair or arbitrary. To prevent this from happening, both you and the individual need to have a clear idea of what is expected of the volunteer.

The first step is to create a job description for the volunteer's position. This should be done before the volunteer is recruited. The job description should list the specific duties the volunteer will be asked to perform and rank them in order of priority. It should also indicate who the volunteer's supervisor is.

A job description for a committee chairman might stipulate that the volunteer is responsible for recruiting committee members, for presiding at committee meetings, for reporting committee decisions or recommendations to the supervisor and the group at large, for developing committee projects and setting goals, and so forth. Wherever possible, specify deadlines or time frames — for example, the chairman presides at monthly committee meetings and establishes quarterly goals for the committee.

The job description is both a recruiting and an evaluation tool. You should write a job description for each volunteer position you need to fill. It should be comprehensive but not overly detailed. Generally, the level of responsibility associated with the position will determine the length and complexity of the job description.

Go over the job description with the prospective volunteer. Make sure he or she knows what to do and when. Point out the ranking of the various duties assigned to the position and explain how the work is to be distributed. If training will be provided to prepare the volunteer for the job, note that also.

Establish Criteria

While the job description outlines the volunteers duties and responsibilities, it does not include many other criteria that may enter into an evaluation of the volunteer's performance. These may include: the ability to follow policies and procedures; to adhere to schedules and deadlines; to work with others; to supervise other volunteers or give instructions or direction; to plan and delegate work; to solve or resolve problems; to manage funds or other resources; and to communicate effectively.

From the beginning, you should make clear what criteria the volunteer's evaluation will be based on. Also determine how often evaluations will be done (quarterly, semiannually, annually).

Set Goals Together

Once the volunteer has become familiar with the duties and responsibilities of the position, meet with him or her to plan goals and objectives. (A goal is a long-range, often ideal, aim. An objective is a short-range target, which when met will help you to achieve your goal. For example, your goal might be to have an active Health Care Campaign Committee in your facility. One objective would be to recruit a chair for the committee.)

When planning goals, keep in mind the volunteer's level of skill and experience, length of service in the position, and other responsibilities. Help the volunteer to set realistic, achievable goals. Together work out a series of objectives that will allow the volunteer to meet his or her goals.

Check Progress Periodically

Don't wait until the formal evaluation to let the volunteer know how he or she is doing. If the volunteer does not report back in a timely manner, call him or her. If you observe that the volunteer is having difficulties, talk to him or her about it. Rather than chide or correct the volunteer, try to make positive suggestions about how to improve performance or overcome obstacles.

Ask the volunteer to submit progress reports on a periodic basis. Also, keep notes of conversations or meetings you have with the volunteer that pertain to job performance.

Give a Balanced Evaluation

The formal evaluation should accomplish three things:

1. Provide the volunteer with an honest, fair appraisal of his or her performance.
2. Offer the volunteer an opportunity to work with you to develop a plan for improving performance.
3. Assist the volunteer in getting training or other assistance, if needed.

Before meeting with the volunteer, prepare for the evaluation by going over your notes and reviewing progress reports. Take into consideration a) how long the volunteer has served in the position, b) the volunteer's background, experience, and skills, c) training the volunteer may have received, and d) improvement in performance.

Some supervisors like to have the volunteer perform a self-evaluation as well. This gives them a clearer picture of how the volunteer views himself or herself, and it gets the volunteer thinking about his or her performance, which makes the evaluation more productive.

When conducting the evaluation, do not be judgmental or "critical" in a negative sense. Keep the discussion focused on job performance. Remember, you're not evaluating the person only what he or she has done or not done.

Review with the volunteer the job description, performance criteria, and the goals and objectives you both agreed upon. Discuss with the volunteer how well you believe he or she has fulfilled the duties of the position. Be as specific as possible in your observations. Use examples to illustrate to the volunteer his or her strengths and weaknesses. Avoid using value-laden terms like "good," "bad," "poor" or "disappointing." Instead, talk about how certain results were achieved or what went wrong.

Whenever possible, present alternatives. Make the volunteer feel there are other possibilities or choices to explore. Encourage the volunteer to think through problems or obstacles. Let the volunteer know that he or she has the responsibility and the capability to solve problems as they arise.

At the end of the evaluation, recognize the volunteer's accomplishments and offer some concrete suggestions or recommendations for how he or she can improve his or her performance. If certain skills need to be strengthened, offer to arrange for training, when available. Revise goals and objectives as necessary.

By taking a positive, creative approach to the performance evaluation, both you and the volunteer will gain a renewed sense of commitment and direction, and you will have strengthened your ability to work together.

(from Highlights, the newsletter of AARP)

[See the sample volunteer evaluations on pages 51 & 53.]

Recognition and Retention

Saying "thank you" to volunteers is the greatest recognition they can receive and results in the retention of their interest and commitment. Public group recognition events, such as a luncheon, tea or social event show the volunteers that their service is truly appreciated by the facility. Awarding of certificates (these can be developed by your facility or purchased from a commercial source) or pins is also an effective form of recognition. Widespread publicity via radio, television and newspaper should be given to recognition events. The participation in the recognition event by the administrator (or his appointee), the chairman of the board of directors and/or other appropriate administrative personnel reinforces the fact that the volunteer is an integral, valued part of the facility's service team. Usually the facility pays for this event and feels it is an investment in the future of the facility. Sample recognition events may include:

- Dinner or luncheon
 - Options:
 - with or without guests
 - at facility or a restaurant
 - have facility's residents or employees help serve
 - speaker or entertainment
- Reception or tea
- Awards, pins, plaques, certificates (option: according to hours, years)
- Training program with extra special refreshments after program
- Bus trip to a dinner theater or sporting event
- Picnic
- Coffee hour
- Fashion show

Ways to Keep Good Volunteers

1. Recognition program
2. Make good use of their time
3. Outline their job description
4. When interest lags — change their goals
5. Ask their opinion of how work is going
6. Offer opportunities to change duties
7. Orientation program
8. Publicize their work
9. Keep them informed of scheduling changes
10. Develop team spirit
11. Report financial value of their work
12. Educate: teach more about the field they're working in
13. In-service training on skills needed
14. Set time limits on their service
15. Provide identity: smocks, name badges, etc.
16. Divide work equally so one or two are not overloaded
17. Have an "exit" program
18. Emphasize the benefits of the work they do — for others
19. Have an organizational structure for volunteer program.

Volunteer/Staff Relationships

The professional fears:

1. Will be "stuck" with the volunteer, has no recourse, cannot fire
2. The volunteer will interrupt the routine; staff is too busy to be bothered; volunteer takes too much time
3. The volunteer will act in a nonprofessional way — will not do acceptable work; may say or do the wrong thing; may undo the good or foul up the therapy or rehab program
4. The volunteer may have hidden motives; snoop or meddle; may tell tales and misinterpret policies
5. The volunteer will not take supervision; is not on payroll so does not need to follow suggestions of pro; pro's role may be challenged or may be threatened by a volunteer who ventures a contrary opinion or a different procedure; authority is not respected
6. Volunteer may receive more resident "reward" than the pro since nonpaid status is viewed as more credible
7. The volunteer will not be dependable, showing up on time and following through with commitments
8. The volunteer wants my job
9. Volunteers may become advocates for the resident and work counter to staff decisions

The volunteer fears:

1. Will be looked upon as a servant
2. Knowledge and skills will not be utilized; potential will not be recognized; will not be given meaningful work
3. Will not be accepted by staff because are not on the payroll
4. Will not be given the proper training for job asked to fulfill
5. Time and effort will not be appreciated by staff
6. May be asked to do jobs which could cause injury or are distasteful
7. Will not have a free voice in expressing personal feelings about situations encountered
8. Will do something wrong
9. Will be stuck with service in which he/she has no interest
10. Will be exposed to situations which cause tension or embarrassment
11. Will have no opportunity for advancement

Improve volunteer/staff relations through:

1. Clearly defined goals
2. An administrator who helps interpret program positively
3. Trusting relationship between coordinator and staff
4. Planning together with other staff
5. Joint inservice programs for staff and volunteers
6. Frequent consultations, feedback and evaluation.

Promote Espirit De Corps!

Arline B. Peckham, Otterbein Home, Lebanon, Ohio



Chapter 3

THE VOLUNTEER

A volunteer is someone who possesses certain skills and talents and freely shares them with other people and organizations. By definition a volunteer is "one who does or undertakes to do that which he is not legally or morally bound to do; one who enters into service of his own free will." Today's volunteer can be male or female, young or old, employed or unemployed. In long term care facilities the kinds of tasks assigned to volunteers could include:

Volunteer Opportunities (sample list)

1. one-on-one visitation (friendly visitor)
2. craft assistants
3. shoppers
4. drivers and escorts
5. wheelchair assistants (escorts)
6. walking assistants (ambulators)
7. seamstresses (at facility or at home)
8. receptionists
9. secretarial helpers/clerical workers
10. laundry helpers
11. mail deliverers
12. gift shop helpers
13. plant/flower maintenance
14. leaders for religious activities
15. activity assistants
16. group and game leaders
17. audio-visual aides
18. librarians
19. physical therapy aides
20. entertainers
21. hairdressers
22. nail sculpturing
23. nursing assistants - bed making/water pitchers

[See sample job descriptions at the end of this chapter.]

Volunteer Guidelines

A set of guidelines or rules and regulations for volunteers should be established by the facility and should be written and included in a handbook. A thorough review of these guidelines should be included in the volunteer orientation.

These guidelines may include:

1. All volunteers should receive a basic orientation to the facility to acquaint them with the established policies and procedures of the facility.
2. All volunteers should receive specific department instructions written and/or approved by the department head for whom they work and by the Director of Volunteer Services (including a job description) regarding an assignment.
3. A volunteer should be dependable. Programs are planned around the volunteer and the residents look for them on a regular basis. If unable to report for duty, the director of volunteers should be notified.
4. Volunteers should be optimistic and understanding; empathetic but not overly sympathetic.
5. Volunteers should comply with required sign-in procedures and wear name badges and/or volunteer uniforms provided by the facility, auxiliary or purchased by the volunteer.
6. All volunteers should attend required inservice education programs. This should include fire safety and infection control procedures.
7. Relationship between volunteers and staff should be based on mutual respect.
8. All volunteers should respect and observe agency confidentiality.

Do's and Don'ts for Volunteers

DO:

1. Introduce yourself to the residents.
2. Address residents by their titles unless instructed otherwise.
3. Be a good listener.
4. Treat residents as adults, thereby recognizing their potential for growth.
5. Respect residents' right to privacy. Knock before opening a closed room door.
6. Respect and observe confidentiality (privileged information and residents' personal affairs). Problems or concerns should only be discussed with the director of volunteers or appropriate staff person.
7. Offer choices to residents whenever possible.
8. Tell residents if you will be away.

DON'T:

1. Give medical or financial advice to residents.
2. Give food of any type to residents without permission from appropriate nurse.
3. Try to move or lift residents.
4. Make promises to residents that you cannot keep.
5. Receive money or gifts from residents.
6. Take residents from the facility without permission or hold money for them.
7. Assist residents in doing something they can do for themselves.
8. Volunteer if you are ill.
9. Offer creams, ointments, toiletries, etc., without permission from appropriate nurse.

Suggestions for Visiting

1. Bring something new to taste.
2. Play a musical instrument.
3. Bring in small pets (obtain permission first).
4. Make transparencies to hang in a window.
5. Take a resident out for a walk or a wheelchair ride up and down the halls or outside on the patio.
6. Fix resident's hair, do grooming, makeup, manicuring.
7. Reminisce about the "good old days."
8. Share your vacation pictures. Bring in family photo albums.
9. Play a record or tape.
10. Bring in the newspaper or a recent magazine. Perhaps a farm magazine for the retired farmer, or a book of short stories or poems for the retired teacher.
11. Ask these questions: What is the best present you ever received? Where is the best place you ever lived? Do you remember the first time you fell in love? What was your first job? What is your favorite vacation? Tell me about your brothers and sisters. What were your mother and father like? What did you like best about being a parent?
12. Play a game of bridge, euchre, checkers, chess or work on a puzzle together.
13. A homemade piece of pie or loaf of bread, or a handful of freshly baked cookies would be a special treat. It is surprising how a plump red tomato or a tasty melon from your garden could put smiles on their faces.

Do's and Don'ts for Volunteers in Non-Resident Related Jobs

DO:

1. Introduce yourself to staff
2. Address staff by title unless instructed otherwise.
3. Ask questions when you do not understand instructions.
4. Accept constructive criticism.
5. Ask to be challenged.
6. Treat staff with the respect you wish to have them treat you.
7. Discuss problems with director of volunteer services.
8. Tell staff with whom you work and director of volunteers if you plan to be out.
9. Feel free to make appropriate suggestions.

DON'T:

1. Remain in position if you are unhappy.
2. Remain in position if you do not have enough to do.

Sample **Job Descriptions**

Job Title: Friendly Visitor
Main Function: Visiting with residents
Work with: Care coordinator/manager, social worker
Qualifications: Reliability, accountability, flexibility, sensitivity, empathy.

Duties and Responsibilities:

1. You will be assigned to visit with a particular resident and encouraged to form a friendship with that person.
2. Your regularity of visiting is important to the strength of the relationship. When possible let your resident know ahead if you will not be in the following week. Your resident will grow to depend on your visits.
3. When you go to your resident's floor, please stop at the nurses desk and check with the nurse in charge. Ask whether your resident is well and able to accompany you off the floor. Inquire, also, as to whether there are any clinic or medical appointments scheduled for that day.
4. Please use the sign-out book to record your resident's name, your name and where you will be. Of course, sign back in when you return with your resident to the floor.
5. Communicate with the volunteer department or nurse in charge, social or activity worker if you have any problems or want to discuss matters concerning your resident.
6. Please call the volunteer office in the event of your absence.

Training required: Volunteer Inservice Training
Periodic Staff Rap Session

Time required: Monday through Friday
10:00 a.m. to 3:00 p.m.

Benefits: [see page 28]

Job Title: Dietary Assistant
Main Function: Food preparation
Responsible to: Dietary Supervisor
Qualifications: Regularity in attendance
Physical ability to help with food preparation. Good health, no open sores or respiratory infections.

Duties and Responsibilities:

1. Volunteer will report to dietary supervisor for specific instruction.
2. Volunteers will assist in preparation of foods.
3. Volunteers will not be assigned tasks involving equipment without detailed training.
4. Report any problems to the dietary supervisor.

Benefits: [see page 28]

Job Title: Laundry Assistant
Main Function: Sort and fold laundry
Responsible to: Laundry Supervisor
Qualifications: Regularity of attendance.
Physical ability to fold laundry and to do some standing

Duties and Responsibilities:

1. Volunteers will receive instruction in folding from laundry supervisor.
2. Volunteers will not be responsible for operating laundry equipment
3. Report any problems to laundry supervisor.

Benefits: [see page 28]

Job Title: Volunteer Office Secretary - Time and Records
Main Function: To record hours served by each volunteer
Responsible to: Volunteer Director, Assistant Director of Volunteers
Qualifications: Clerical experience, good with numbers, dependability, regularity of attendance.

Duties and Responsibilities:

1. Take hours that volunteers work from daily sign-in sheets and record them on individual file cards.
2. At the end of each month, record the number of hours on the monthly record sheets and get total number of hours per month per volunteer plus total number of hours given by total number of volunteers that month.
3. Record number of lunch tickets given out by the week and total number for the month.
4. All weekly totals are recorded on a monthly progress chart which runs from July 1 through June 30 of a given year. Includes: active volunteers, hours per month, new volunteers, volunteer lunch tickets.
5. Give volunteer director monthly figures to be processed by the clerical department.
6. Give volunteer director sign-in sheets by the month for review.
7. Fill in for other volunteer secretaries when absent.
8. Assist in any office details as needed.

Benefits: [see page 28]

Job Title: Nursing Floor Assistant
Main Function: Water Pitcher Collection
Responsible to: Charge Nurse
Qualifications: Regularity of attendance.
Willingness to interact with residents.
Physical energy to do walking.

Duties and Responsibilities:

1. Collect water pitchers from each room.
2. Empty, wash and fill each pitcher with ice water.
3. Return filled pitchers to residents' rooms.
4. Return cart to kitchen area.

Benefits: [see page 28]

JOB DESCRIPTIONS SHOULD INCLUDE:

VOLUNTEER BENEFITS

- Opportunity to explore careers.
- Opportunity to make new friends.
- Opportunity to gain work experience.
- Opportunity to utilize time constructively.
- Opportunity to make a difference in someone's life.

Chapter 4

ORGANIZING AN AUXILIARY

Purpose

The purpose of the auxiliary is to provide service to the residents, serve as a voice in the community, promote volunteerism, and contribute financial support. The auxiliary is established by the approval of the board of directors of the facility and is responsible to the board through the facility's administrator. While the program must always be developed and implemented in concert with the facility's administrator, the auxiliary is a self-governing body which may have its own constitution, bylaws and policies approved by the board of directors.

Organizing

After it has been established by the facility that there is a need for a supportive organization to augment the services of the facility, the governing body would authorize the convening of an ad hoc group of interested constituents. This group may be started by interested persons in a congregation, representatives from a group of churches/synagogues, civic or community groups (AARP; Meals on Wheels; service clubs — Rotary, Lions; professional organizations; garden clubs; Welcome Wagon — your chamber of commerce may be able to give you a list of service groups/clubs), or the administration of the facility. Explanation should be given describing what the objectives are and what services would be expected of an auxiliary.

This ad hoc group can be invited to a meeting at a designated time and place to establish the goals, objectives, and organizational structure of the proposed auxiliary. If it is determined that a formal structure with bylaws and elected officials is desired, the bylaws section will be helpful.

Seven Rules for Auxiliary Progress

1. A compelling conviction of a group that its work is vital
2. A dynamic and tireless leadership
3. A willingness of leaders to lead forcefully
4. Humbleness to perform small, but potential tasks
5. Imagination in keeping challenging projects before the group
6. Inspired work on the part of every single committee
7. Cooperating with the administration to develop solidarity within the facility and community.

The Perfect Thirteen Characteristics of An Auxiliary Leader

1. Commitment to a job
2. Communication skills
3. Decision making and planning skills
4. Diplomacy and tact
5. Enthusiasm
6. Ability to motivate
7. Visionary outlook
8. Flexibility and poise
9. Sense of humor
10. Knowledge of health system
11. Assertive
12. Innovative and receptive
13. Marketing ability

Auxiliary Leadership

To function successfully, auxiliary leadership should involve the efforts of all who hold leadership positions, i.e., board of directors and committee chairmen. This role includes:

1. Developing short- and long-term goals so that there can be a sense of accomplishment through specific projects, yet a continuity of purpose over several terms of office;
2. Periodically evaluating the auxiliary's accomplishments and reassessing its goals to meet the changing needs of the institution and community;
3. Communicating regularly with the institution's administration and auxiliary membership;
4. Recognizing the talents, interests and needs of the members and matching them with opportunities for meaningful service;
5. Continually searching for potential leaders and giving them increasingly complex areas of responsibility;
6. Providing leadership training through individual instruction, written job descriptions, and local, regional and state workshops;
7. Making sound fiscal policies;
8. Being an informed and active advocate for the institution;
9. Establishing a climate of warmth, caring and service (probably the most important function).

(from the Pennsylvania Association of Hospital Auxiliaries Hospital Auxiliary Handbook 1984 Edition.)

Auxiliary Bylaws and Procedures

Bylaws

A formal constitution is not necessary; however, it is essential that the bylaws be consistent with the overall goals and objectives of the parent organization.

Bylaws contain the fundamental principles of the organization and state whatever limitations are placed on the powers of the assembly.* They should be no more restrictive nor more detailed than necessary. Your facility's attorney should review your bylaws and consider the need for an indemnification provision. Bylaws can be revised or amended whenever needed by a vote of the membership of the organization. Included in the bylaws are usually the following:

Name	The full, correct name of the auxiliary.
Purpose	Should be concisely expressed, preferably in a single sentence, and should state the relationship to the parent organization.
Members	Should contain the membership categories, qualifications, eligibility and responsibilities.
Dues	Should contain the policy and procedure for the establishment and collection of dues. This statement should not contain the monetary amount.
Officers	Should specify the officers the organization requires, how they shall be elected or appointed and listed in order of rank. Depending on the size, an auxiliary may have a president, vice president, secretary, treasurer, financial secretary, etc. The officers together with chairpersons of standing committees constitute an executive board.
Executive Committee	This committee includes the officers of the organization, and may include other members elected by the board. The Executive Committee transacts routine business between meetings of the board and acts in emergencies.
Meetings	Included in this section are the approximate day and month of regular meetings, the annual meeting when officers are elected and annual reports are presented, the procedure for calling special meetings, and what constitutes a quorum.

Duties of Officers

President	The president shall preside at all meetings of the auxiliary and shall conduct them according to the current edition of <i>Robert's Rules of Order</i> . The president shall appoint, subject to the approval of the executive board, the chairpersons of the standing committees. Additional responsibilities of the president could include membership on the facility's board of directors, and ex officio member of all auxiliary committees, except nominating committee, etc.
Vice President(s)	Shall perform all duties pertaining to the office of president in the absence of the president, shall serve on the executive board, and shall assume responsibilities as assigned.
Corresponding Secretary	The corresponding secretary shall attend to the correspondence as pertains to the office and notify members of meetings.
Recording Secretary	The recording secretary shall keep accurate minutes of all meetings of the auxiliary and its executive board.
Financial/Membership Secretary	This person shall keep an accurate list of the membership, receive dues and issue membership cards.

*Refer to *Robert's Rules of Order* for further clarification.

Treasurer	The treasurer shall keep an accurate account of all receipts and disbursements, assist in the preparation of an annual budget and submit records for an annual audit.
Nominations and Elections	The nominating committee shall be elected by the membership. Eligibility for this committee may be included in this section.
Standing Committees	Standing committees are constituted to perform the ongoing work of the auxiliary and remain in existence for the life of the auxiliary that establishes them.
Ad Hoc Committees (task forces, program committees)	Ad hoc committees are appointed as the need arises to carry out specified tasks and are disbanded upon the completion of the task.
Procedure for addition, deletion and change of the bylaws	Provision should be made in the bylaws for additions, deletions and changes.

Sample bylaws for a small auxiliary

Bylaws of the Auxiliary of (facility)

Name

The name of the organization shall be the Auxiliary of (facility)

Purpose

The auxiliary is organized in concern for the residents of (facility) In pursuit of this purpose the auxiliary shall:

1. Assist in providing recreation, entertainment and personal contact for the residents of (facility).
2. Promote aspects of public relations for (facility)
3. Raise money for (facility).
4. Perform duties benefitting (facility).

Membership

Any person is eligible who is interested in the support and promotion of (facility) and will pay the dues.

Dues

Annual dues of the auxiliary shall be established by the executive board.

Officers

The officers shall be president, first vice president, second vice president, secretary and treasurer.

The nominations shall be presented by the nominating committee.

The officers shall be elected for a term of two years with the privilege of re-election. Officers of the auxiliary shall be elected at the fall meeting and all elected persons shall take office January of the ensuing year. A member-at-large is to be selected from the general membership by the executive board.

The unexpired term of any office may be filled by the appointment of the executive committee to be verified by election at the next general meeting.

Meeting

The auxiliary shall meet twice each year; in the fall and in the spring. Regular business shall be conducted and an annual report given at the fall meeting.

Committees

The executive committee is comprised of the elected officers, the member-at-large and the keyperson of the auxiliary.

The executive board shall consist of the executive committee and the chairman of standing committees and the chairman of any ad hoc committee. The executive board meetings shall be held at least six times a year. The executive committee has the power of the executive board between executive board meetings. Members of the executive board may include the immediate past bazaar chairman.

All committee chairmen shall be appointed by the president with the approval of the executive committee. The committee chairmen select their committee members.

Ad hoc committees shall be appointed as the need arises.

The nominating committee shall consist of three members elected by the executive board.

The membership committee shall keep the files current and assist with mailings.

The volunteer committee shall assist the director of volunteers of (facility).

The ways and means committee shall pursue ways for fundraising for (facility).

The hospitality committee shall be responsible for social functions for the auxiliary including teas, open house, etc.

The program committee shall be responsible for programs of the fall and spring general meetings, and at any time deemed necessary.

The public relations committee shall handle publicity.

Finances

The auxiliary will raise funds in line with the (facility's) policy and practice. A record of income and disbursements and a semi-annual statement shall be presented to the (facility's) board. The treasurer's books shall be subject to an annual audit.

Auxiliary monies shall be spent for items for (facility) upon the joint agreement of the executive board and the administrator. It shall be used only for residents, their needs, and for the (facility) as it benefits those residents.

Amendments

These bylaws may be amended by recommendations from the executive committee and then approved by the general membership at a semi-annual meeting.

Sample bylaws for a large auxiliary:

Bylaws of the Auxiliary of (facility)

Bylaws

ARTICLE I NAME

This organization shall be known as the Auxiliary of (facility).

ARTICLE II PURPOSE

The purpose of this auxiliary is to interest and involve its members in the work of (facility), to promote love for and fellowship with the residents of the home, to develop a better understanding of the ministries of the sponsoring agency, and to provide funds in support of its ministries.

ARTICLE III MEMBERSHIP

- Section 1. Membership of the auxiliary shall consist of persons paying such annual dues as are established from time to time by action of the auxiliary membership.
- Section 2. Life memberships consist of persons paying the sum established by the auxiliary membership.
- Section 3. It shall be the duty of members to be present at meetings of the auxiliary and personally to further the purpose of the auxiliary.

ARTICLE IV OFFICERS

- Section 1. The officers of this organization shall be a president, a first vice president, a second vice president, a secretary, a treasurer, and a financial secretary.
- Section 2. These officers together with chairpersons of standing committees shall constitute an executive board.
- Section 3. The president, second vice president and treasurer shall be elected at an annual meeting to serve a two (2) year term and shall be eligible to serve no more than two (2) consecutive two (2) year terms. The first vice president, secretary and financial secretary shall be elected at an annual meeting to serve a two (2) year term and shall be eligible to serve no more than two (2) consecutive two (2) year terms.

ARTICLE V DUTIES OF OFFICERS

- Section 1. The regular term of all officers shall begin with the adjournment of the annual meeting at which time they were elected.
- Section 2. The president shall preside at all meetings of this auxiliary and shall conduct them according to the current edition of *Robert's Rules of Order*. The president shall appoint annually, subject to the approval of the executive board, the chairpersons of the standing committees.
- Section 3. In the absence of the president, the first vice president or second vice president shall perform all duties pertaining to the office of the president.
- Section 4. The secretary shall keep accurate minutes of all meetings of the auxiliary and its executive board and shall attend to such correspondence as pertains to the office. The secretary shall notify, in writing, the executive board of all meetings and congregational keypersons of general meetings.
- Section 5. The financial secretary shall keep an accurate list of the membership, receive dues and issue membership cards.

Section 6. The treasurer shall keep an accurate account of all receipts and disbursements, and shall satisfy the financial obligations of the auxiliary by issuing checks which shall be countersigned by either the president or first vice president. The accounts of the treasurer shall be audited by the (facility) auditor, on an annual basis, and a written report submitted to the auxiliary executive board.

ARTICLE VI NOMINATIONS AND ELECTIONS

Section 1. The nominating committee shall consist of three members elected by the executive board from its own membership, four months prior to the annual meeting which is held in October. This committee shall prepare a slate of nominees consisting of one or more names for each office to be filled. Nominations may be made from the floor providing the person nominated has consented to accept the office if elected.

ARTICLE VII STANDING COMMITTEES

Section 1. There shall be a hospitality committee, fundraising committee, projects committee and communications committee. The committee chairperson is to select the member(s) of the committee.

ARTICLE VIII MEETINGS

Section 1. Regular meetings shall be held annually, and may be held semi-annually the second Wednesday of April and October. Meeting time and place to be determined by executive board. The annual meeting shall be the October meeting.

Section 2. Meetings of the executive board will be held the second Wednesday in March, June and September.

Section 3. Special meetings may be called at any time by the president or first vice president and/or by majority vote of the executive board.

ARTICLE IX ADDITIONAL BYLAWS

Section 1. This auxiliary may adopt such other bylaws as are necessary by a two-thirds (2/3) vote of those present at a regular or special meeting.

ARTICLE X SUSPENSION

Section 1. A bylaw or Rule of Order may be suspended in case of an emergency by a two-thirds (2/3) vote of the members present at a regular or special meeting, but only for that session.

ARTICLE IX AMENDMENTS

Section 1. Bylaws may be amended or repealed at any regular or special meeting by a two-thirds (2/3) vote of the members present on the recommendation of the executive board.

Procedures

Duties and Responsibilities of Officers

PRESIDENT

- Preside at all meetings of the organization.
- Serve as an ex-officio member of all committees, except nominating committee.
- May be invited to attend board meetings, or be an ex-officio member of parent organization.
- In a multi-facility organization, a representative officer of all the auxiliaries may be chosen and appointed to serve on the board of directors as an ex-officio member.
- Appoint and supervise all committee chairpersons and officers.
- Conduct an orientation for all new board members.

VICE PRESIDENT(s)

- Preside at meetings in absence of president.
- Assume duties of president, should president be unable to serve.
- May chair the membership committee.
- May chair a fundraising activity.
- Perform such duties as designated.

RECORDING SECRETARY

- Record minutes of all meetings.
- Maintain permanent record of all proceedings.

CORRESPONDING SECRETARY

- Notify members of board and general meetings.
- Responsible for general and special correspondence of the auxiliary.
- Maintain current mailing list.

TREASURER

- Maintain accurate financial records.
- Receive and deposit all monies.
- Sign (or co-sign) issued checks.
- Assist in the preparation of an annual budget.
- Disburse funds as authorized by auxiliary board.
- Present a report of receipts and expenditures.
- Submit records for an annual audit.

Auxiliary Employees

A large auxiliary may find it necessary to employ part-time personnel.

Standing Committees

Standing committees are appointed by the president to conduct the specific duties related to the ongoing work of the auxiliary.

The duties and responsibilities of each committee shall be clearly defined in writing by the executive board to the committee chairperson.

The chairperson of each committee is expected to draw persons for the committee from the general membership of the auxiliary to assist in the assigned task.

Typical standing committees include: Ways and Means, Finance, Gift Shop, Project, Membership, Program, Hospitality, Volunteer, Resident Services, Publicity, Public Relations, Keyperson.

MEMBERSHIP CARD _____

Auxiliary of the
Philadelphia Geriatric Center

5301 OLD YORK ROAD PHILADELPHIA, PA. 19141

FINANCIAL SECRETARY

"Honor Thy Father and Thy Mother"

EVANGELICAL CONGREGATIONAL
 CHURCH RETIREMENT VILLAGE
 AUXILIARY
 Myerstown, Pa.

This Is To Certify That

Name _____

Address _____

Church _____

Is A Member In Good Standing
 This Card Expires April 15, 19 _____

Membership Secretary

Membership Card

IS A _____ MEMBER OF THE _____

Order of the Good Shepherd

Susquehanna Lutheran Village
 980 Medical Road
 Millersburg, Pennsylvania 17061

Telephone 717-692-4751

FOR THE YEAR _____

NO. **999**

CHURCH _____

KIND OF MEMBERSHIP - CHECK ONE
 Youth \$2.00 Active \$5.00 Sustaining \$25.00
 Life \$100.00 Memorial _____ Amount _____

In Memory Of _____

Name _____ Last _____ First _____


Address _____ Street _____ Town _____ Zip _____

Telephone _____

The Order of the Good Shepherd
Susquehanna Lutheran Village
 Millersburg, Pennsylvania 17061
 A Community Service Project of Tressler Lutheran Service Assoc.

_____ Key Person

_____ Date



ASBURY HEIGHTS AUXILIARY

700 Bower Hill Road
 Pittsburgh, PA 15243
 412/341-1030

THIS CERTIFIES THAT

IS A MEMBER _____

Membership Year _____

Devereaux Categories _____
Amundson Executive Dir. _____
 Aux. President _____

Please retain for your records

Date _____ Membership Year _____

Miss () _____
 Mrs () _____
 NAME Mr. () _____

Address _____
 Street _____

City _____ Zip _____ Phone _____

CHURCH _____ District _____

AUXILIARY REPRESENTATIVE _____

Membership category - Regular \$2.00 () _____
 Sustaining \$5.00 () _____ Life/Memorial \$100 () _____

PLEASE RETURN THIS PORTION WITH DUES TO MEMBERSHIP SEC'Y.

Recruitment

The responsibility of the membership chairperson is to acquire new members. A recruitment committee should be formed of positive, enthusiastic members of the auxiliary.

The committee should reflect various geographic areas.

Recruiting new members and re-enrollment of memberships is a year-round activity. Each committee member may compile a list of prospective members. One or more of the following techniques can be used:

1. Person-to-person contact
2. Every member bring a member
3. Give a gift membership
4. Build generation and family units
5. Teas or special events (luncheons)
6. Open house in the facility
7. Extensive publicity
8. Officers' speaking opportunities

The Keyperson Concept

If the facility draws support and volunteers from several congregations, a keyperson in each congregation is vital to communicate the philosophy, needs and services of the facility. This keyperson is appointed by the congregational body of the sponsoring organization. It is important that the auxiliary be notified when a new keyperson has been appointed. Suggested responsibilities of the keyperson:

1. To promote the interest in the facility at the congregational level
2. To recruit new members for the auxiliary
3. To collect the annual dues
4. To recruit volunteers to serve at the facility
5. To publicize and encourage participation from within the congregation for the facility's events.

Fundraising

Auxiliaries raise funds which provide "extras" for the benefit of the residents, supplement income for the home, and sponsor specific projects (landscaping, additional rooms, vans, air conditioning, equipment, etc.). Fundraising, while important, should never become the sole purpose of the auxiliary.

The decision concerning the type of activity and the use of the funds available is always done under the direction of the administrator.

The chairperson's function is to plan and coordinate all fundraising activities. Other responsibilities include:

1. Selecting a committee
2. Reviewing past campaigns and setting goals
3. Assigning a chairperson from the committee for each fundraising activity and establishing responsibilities for each activity
4. Keeping accurate records
5. Informing the membership of the nature and scope of the activity

Fundraising Ideas

1. Bake sales
2. Coffee shop
3. Gift Shop
4. Thrift shop
5. Raffles
6. Holiday plant sales
7. "Specialty" item sale (hoagies, sandwiches, soup, cookbooks, specialty crafts, etc.)
8. Special events
 - a. Barbecue, picnic, fair, carnival (with sponsors or patrons)
 - b. Dance - dinner dance
 - c. Benefit concerts with patrons
 - d. Bazaar
 - e. Card parties
 - f. Bus trips
 - g. Luncheons
 - h. Shopping mall sales
 - i. Auctions
9. Special offerings

Direct donations may be encouraged in any of the following categories:

1. In memory of...
2. In honor of...
3. Annual giving
4. Grants
5. Wills

Public Relations

The auxiliary of any facility may represent a large portion of the community it serves. The members indicate their interest by actively devoting their time and by participating in the events of the auxiliary.

The auxiliary is an advocate of the facility. Through their involvement they tell the story of the facility to the community. The members, therefore, become an important public relations link, giving information and encouraging others to participate and contribute to the facility.

Summary

The role of the auxiliary is to promote and support the facility wherever possible. In order to provide this support, a close working relationship needs to be established among volunteers, the leadership of the auxiliary and the administration of the facility. The key to this working relationship is open communications where new ideas can be exchanged, problems addressed and mutual support developed.

Volunteer programs and auxiliary programs must work together to survive. Our organization PANPHA VOLUNTEERS, was founded on this principle. We will continue to support this cooperative philosophy.

Sample **Job Descriptions**

Job Title: Chairperson of Auxiliary Gift Shop
Main Function: Entire responsibility for the running of the facility's gift shop - purchasing - displaying and pricing
Responsible to: President of the Auxiliary
Qualifications: Prior merchandising experience, good manager, ability to make decisions, good follow-through, reliability, dependability, knowledge of bookkeeping.

Duties and Responsibilities:

1. Order merchandise.
2. Attend gift and housewares shows.
3. Maintain display cases.
4. Maintain stock and inventory control.
5. Train volunteers in running of shop.
6. Schedule volunteers to work in shop.
7. Keep books.
8. Make reports to auxiliary board.
9. Be responsible for all cash disbursements.
10. Display merchandise at all open meetings of auxiliary.

Time required: Full-time.
Training required: General volunteer training course.

Job Title: Volunteer Chairperson of the Auxiliary
Main Function: To obtain volunteers from the auxiliary for all volunteer activities at the facility
Responsible to: President of the Auxiliary
Director of Volunteers
Qualifications: A thorough understanding of auxiliary and of the facility's needs for volunteers. An understanding of the needs of volunteers. Patience, tact, understanding and ability to get along with everyone. Background in managing and assigning groups.

Duties and Responsibilities:

1. Encourage auxiliary board members and members to participate in all auxiliary sponsored events.
2. Appoint and supervise phone secretary and volunteer managers for every function.
3. Attend planning sessions for all special events; monthly review with staff responsible for mass in-home activities.
4. Help in all phases of recruitment of new volunteers.
5. Assist in planning award luncheon.
6. Organize committees necessary for family fair volunteers.
7. Consult regularly with volunteer director.
8. Record volunteer hours.

Time required: As needed.
Training Required: New employee orientation.
General volunteer in-service.

GLOSSARY

Every occupation and organization has its own vocabulary, and the health care field is no exception. Volunteers and auxiliaries will have to know the language in order to cope with the problems and make a contribution to the on-going work of the facility.

Medical

ALZHEIMER'S DISEASE – A deterioration of brain cells resulting in intermittent or constant confusion and loss of memory.

AMBULATORY – Walking or able to walk.

APHASIA – A total or partial loss of power to use or understand words, usually caused by brain disease or injury.

ARTERIOSCLEROSIS – Hardening of the arteries.

C.V.A. – A stroke (cerebral vascular accident).

CATARACT – A darkening or obscuring of vision of the lens of the eye.

CONTINENT – Control of bowel and bladder functions.

DEPRESSION – An emotional state of dejection and sadness.

DISENGAGEMENT – A theory of aging that states that older persons willingly free themselves from obligations and life tasks.

DISORIENTATION – A condition of mental confusion with respect to time, place, and identity of persons and objects.

GUARDIAN – Individual who has the legal authority and duty to take care of another individual and to manage his or her affairs.

GERIATRIC – A medical term defining the older age groups.

GERIATRIC CHAIR (GERI-CHAIR) – A wheelchair that is supplied with a tray for support and restraint and cannot be operated by occupant.

GERONTOLOGY – The study of the process of aging.

GLAUCOMA – A disease of the eye, leading to a gradual impairment of sight.

HEMIPARESIS – Paralysis of one side of the body, often resulting from a stroke.

HOLISTIC – Referring to the care of the whole person.

HOSPICE – A program or place given to the attention of the terminally ill.

INCONTINENT – Unable to control bowel and bladder functions.

LONG TERM CARE – Skilled or intermediate nursing care.

MEDICAID – A state administered program both federally and state funded that provides money for medical care for those without funds. Also called Medical Assistance.

MEDICARE – A federal health insurance program available to eligible Social Security recipients.

NEUROSIS – An emotional maladaptation arising from an unresolved, unconscious conflict. The anxiety is either felt directly or modified by various psychological mechanisms to produce other distressing symptoms.

NON-AMBULATORY – Unable to walk with or without assistance.

OSTEOARTHRITIS – Inflammation of bones and joints. This is a common disease of the elderly.

PARKINSON'S DISEASE – Shaking palsy.

PHOBIA – An obsessive, persistent, unrealistic, intense fear of an object or situation.

PODIATRIST – Doctor who specializes in foot care.

PSYCHOSIS – A major mental disorder in which the individual's ability to think, respond emotionally, remember, communicate, and interpret reality is impaired so as to interfere with his capacity to meet the ordinary demands of life.

RESIDENT/PATIENT – These two terms may be used interchangeably and signify a person residing in a long term care facility.

RESPITE – Temporary or short-term care.

SENILE DEMENTIA – A general term referring to a variety of conditions causing deterioration of brain cells resulting in confusion and disorientation.

THERAPEUTIC – An activity or process that promotes well-being.

WALKER – A device that gives support to/for ambulation.

Nursing

A.D.L. – Activities of daily living.

P.R.N. – Prescription required as needed.

N.P.O. – Nothing by mouth.

CHARGE NURSE – R.N. or L.P.N. on duty.

D.O.N. – Director of Nursing.

G.N. – Graduate Nurse.

G.P.N. – Graduate Practical Nurse

L.P.N. – Licensed Practical Nurse.

NURSE'S AIDE/NURSING ASSISTANT – Assists nurses with basic nursing care.

R.N. – Registered Nurse.

Therapies

OCCUPATIONAL THERAPY (O.T.) – Prescribed treatment for restoring and enhancing a person's independent performance. Individuals learn new skills or relearn old skills in a new way adapting to their physical condition. O.T. encourages individuals to contribute to their own recovery and well-being by using activities of daily living (A.D.L.) as the principal means of treatment.

PHYSICAL THERAPY (P.T.) – Rehabilitation and treatment of illness and injury by physical and mechanical means such as heat, massage, exercise, water, light, and electricity as ordered by a physician.

REHABILITATE – The full or partial restoration of an ill or injured person.

REMOTIVATION – A technique or simple therapy designed to build a bridge to the world and reality by creating a climate of acceptance, sharing, discussion, and appreciation.

SENSORY STIMULATION – For severely regressed patients using visual, auditory, tactile, olfactory substances to promote reaction, participation, and rehabilitation.

Auxiliary Terms

AD HOC COMMITTEE – Temporary, appointed for one specific purpose.

AUDIT – To examine and verify activities of the treasurer.

AUXILIARY – An organization conferring help or aid, which serves and supplements the parent organization.

BOARD DIRECTOR/TRUSTEE – See parent organization.

DISBURSEMENT – Funds paid out.

PARENT ORGANIZATION – Overall governing body which supports and confirms auxiliary policy.

FOR ADDITIONAL INFORMATION

Activities with Impact, P.O. Box 2240, Long Beach, CA 90801 (*publication of where to get more information on activity programs*)

Bible Alliance, Inc., P.O. Box 621, Bradenton, FL 34206, 813-748-3031 (The Bible on audio cassette is available free of charge to persons who are visually impaired or blind.)

Center for Creative Community, P.O. Box 2427, Sante Fe, New Mexico 87504, 505-983-8414 (*publications on volunteer management*)

Center for Studies in Aging Resources, P.O. Box 13438, NT Station, Denton, TX 76203-3438 (*selection of publications on aging*)

Eldergames, 11710 Hunters Lane, Rockville, MD 20852, 301-881-8433 (*publishes a series of black and white litographs full of nostalgia*)

Energize Associates, 4540 Wissahickon Avenue, Lobby A, Philadelphia, PA 19144, 215-438-8342 (*publications and video tapes on volunteer management*)

Homebound Resources, Box 180082, Austin, TX 78718, 512-832-9719 (*activity materials for the elderly*)

Myndus Endeavors, P.O. Box 123, Lovingson, VA 22949 (*publishes an eight-page newsletter on senior activity ideas*)

Systems Planning Associates, Inc., P.O. Box 1447, Keene, NH 03431 (*publications on the frail aged and volunteers*)

Voluntary Action Center of the United Way, 184 Salem Avenue, Dayton, OH 45406, 513-225-3056 (*manual on management techniques for volunteer programs*)

Volunteer Management Associates, 279 S. Cedar Brook Road, Boulder, CO 80302 (*selection of publications on volunteer management*)

"Volunteer Readership," VOLUNTEER — The National Center, 1111 North 19th Street, Suite 500, Arlington, VA 22209, 703-276-0542 (*selection of publications on volunteer management and fundraising*)

FILMS: To obtain catalogs and rental information on films dealing with aging and related topics contact:

The Pennsylvania State University, Audio-Visual Services, Special Services Building, University Park, PA 16802

Fanlight Productions, 47 Halifax Street, Boston, MA 02130

New Dimension Films, 85895 Lorane Highway, Eugene, OR 97405

Terra Nova Films, 9848 S. Winchester Avenue, Chicago, IL 60643

Films Incorporated, 5547 North Ravenswood Avenue, Chicago, IL 60640-1199

North Texas State University, Gerontological Film Collection, Media Library, P.O. Box 12898, Denton, TX 76203

Volunteer Application Form

Name _____ Job desired (if known) _____

Address _____ Phone _____

City _____ State _____ Zip _____

Where do you work/study? _____ How many hr/wk? _____

Education level (circle last year completed): Grade 5 6 7 8

High School 9 10 11 12: _____ College 1 2 3 4 _____ Graduate 1 2 3 4 5

Number of children _____

Church affiliation _____

Previous volunteer experience _____

Have you ever worked for this organization before? _____ If so, when
and what did you do? _____

What kind of volunteer job do you want the most now?

Special training, skills or interests _____

Restrictions that might/will affect your availability for volunteer work (family, work
schedules, etc.) _____

Times available for volunteer work _____

Times not available _____

Where did you find out about our organization? _____

In case of emergency, notify _____

Relationship _____ Phone _____

Physician _____ Phone _____

Staff Request Form for Volunteer

Today's date _____ Name of staff member _____

Briefly describe the job you want the volunteer to do: _____

Days of week desired: Su M T W Th F Sa

Hours preferred: _____

Number of volunteers requested: _____

Personal characteristics needed for job: _____

Skills required for the job _____

Training or education needed for position: In advance: _____

On the job:: _____

Will you provide training? _____

Length of assignment: _____

Reviews every: _____

Screening procedures: _____

Signed

Position

Notes (for Volunteer Coordinator's use):

Volunteer Time Sheet

Name _____ Telephone No. _____

Address _____

Church _____

Time Serving _____

Date	In	Out	No. of Hours	Date	In	Out	No. of Hours

Evaluation - Volunteers

Goal: To obtain Volunteer Program Management Evaluation by Volunteers.

Suggestions: Check your response re: the effectiveness of volunteer planning and implementation. (1-no, 5-yes)

PLANNING

	NO			YES	
Did you feel you had enough opportunity to contribute to planning?	1	2	3	4	5
Were you aware of and satisfied with the finished plan?	1	2	3	4	5

IMPLEMENTATION

Did the description of your job represent what needed to be done?	1	2	3	4	5
How did you learn about this volunteer opportunity? <input type="checkbox"/> pamphlet <input type="checkbox"/> newspaper <input type="checkbox"/> from another volunteer <input type="checkbox"/> other source					
Did your orientation provide a basic introduction to the organization, its purpose and how it functions?	1	2	3	4	5
Did you feel your job utilized your talents and satisfied your reasons for choosing to volunteer?	1	2	3	4	5
Did preservice training prepare you to start your job and inservice provide opportunity for ongoing growth?	1	2	3	4	5
Did you feel that adequate supervision time and energy was available to you?	1	2	3	4	5
Were the records you were asked to keep relevant feedback on accumulated information?	1	2	3	4	5
Was opportunity to give input on how the program was functioning available to you during the year?	1	2	3	4	5
Did you feel people in this organization acknowledged and appreciated your volunteer contribution?	1	2	3	4	5

Things I particularly liked about being a volunteer this year were:

Things I wish had been different are:

Evaluation - Management

Goal: To obtain Volunteer Program Management Evaluation by Management Team.

Suggestions: Check your response re: The effectiveness of volunteer planning and implementation (1-no, 5-yes)

PLANNING

	NO			YES	
Did you feel you had adequate opportunity to contribute to planning?	1	2	3	4	5
Were you aware of and satisfied with the finished plan?	1	2	3	4	5

IMPLEMENTATION

Did the job description reflect what was needed on the job that you supervised?	1	2	3	4	5
Did you have the numbers and types of volunteers that you needed?	1	2	3	4	5
Were you aware of when orientations were held for volunteers and staff and what information was presented?	1	2	3	4	5
Were the volunteers placed with you the right people for the job?	1	2	3	4	5
Was adequate preservice and inservice training received by the volunteers you supervised?	1	2	3	4	5
Did you have enough preparation and time to be an effective supervisor?	1	2	3	4	5
Were the records you were asked to keep relevant and did you receive feedback on accumulated information?	1	2	3	4	5
Was opportunity to give input on how the program was functioning available during the year?	1	2	3	4	5
Did you feel that volunteer efforts benefitted the organization and that you found ways to express appreciation to volunteers?	1	2	3	4	5

Things I particularly liked about working with volunteers this year were:

Things I'd like to see changed in the volunteer program are:

ORDER FORM

Additional copies of this *Volunteer and Auxiliary Handbook* are available from PANPHA

Name _____

Organization _____

Address _____

No. of copies @ \$9.50 each _____

PANPHA & AAHA members @ \$8.00 each _____

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3425 Simpson Ferry Road

Camp Hill, PA 17011

INDEX

Ad Hoc Committee	32, 43
Administrator	6
Patients Rights	5
Attitude Therapy	3
Area Agency on Aging	6
Auxiliary	1,29
Bylaws	29
Sample	32
Organizing	29
Procedures	36
Cerebral Vascular Accident	41
Corresponding Secretary	31,36
County Board of Assistance	6
Death and Dying	3
Department of Health's Hot Line	6
Evaluation Forms	
Volunteers	51
Management	53
Executive Committee	31
Financial Secretary	31
Fundraising	38
Fundraising Ideas	39
Geriatric Rehabilitative Techniques	2
Governor's Action Line	6
Guidelines for Working with Elderly	4
Holistic Care	41
Inservice Education	18
Job Descriptions	
Chairman of Auxiliary Gift Shop	40
Dietary Assistant	26
Director of Volunteers	12
Friendly Visitor	26
Laundry Assistant	27
Nursing Floor Assistant	28
Volunteer Chairperson of Auxiliary	40
Volunteer Office Secretary	27
Keyperson Concept	38

Long Term Care	41
LTC Ombudsman Program	6
Medical Assistance	6
Membership Card Samples	37
Nominating Committee	32
Officers	31
Duties and Responsibilities	31,36
Patient's Bill of Rights	5
President	31,36
Public Relations	39
Purpose of Auxiliary	29
Reality Orientation	2
Recognition and Retention	21
Recording Secretary	31,36
Recruitment	
Auxiliary	38
Contact Sources	15
Interviewing	16
Orientation	17
Supervision	18
Placement	16
Techniques	15
Training	18
Remotivation	3
Robert's Rules of Order	31
Staff Relationships	22
Staff Request Form for Volunteers	47
Standing Committees	35,36
Treasurer	32,36
Validation Therapy	3
Vice President	31,36
Volunteer	
Do's and Don'ts	24
Guidelines	24
Opportunities	23
Volunteer Program	9
Benefits	9
Directors of Volunteers	10
Full-time	10
Part-time	10
Volunteer	10
Responsibilities	10
Volunteer Application Form	45
Volunteer Time Sheet	49