

Lucky Orphans Horse Rescue

Volunteer Handbook



Index

Page

Receipt & Understanding of Volunteer Handbook

Acknowledgement of Receipt of First Aid Procedures

I. Welcome	2
II. Mission	2
III. Barn Rules	3
IV. Emergency Guidelines	4-5
V. Important Contacts	6
VI. Facility Map	6
VII. List of Lucky Orphans Horses	7
VIII. Resources	8
IX. Volunteer Levels/Pins	9-14
X. Policies	15
XI. Forms	15

I. Welcome!

Welcome to Lucky Orphans Horse Rescue! We are so happy that you have chosen us as a community service opportunity and are so grateful for your help!

II. Mission

Mission Statement

Lucky Orphans Horse Rescue is dedicated to providing a safe haven for unwanted, abused, neglected horses and to improve the relationship between horses and people. We are committed to raising funds to support the rescued horses in our care and will pursue the acquisition of grants, gifts, bequests and donations to support the organization. We are a no-kill rescue striving to promote the humane treatment and to strengthen the bond between horses and people through the education of people, especially children. Our goal is to properly unite humans and horses in a safe environment, using accepted methods to preserve the best equine care through informative and instructional guidance, education and administration adhering to the understanding of the need for the preservation of rural equine communities. We are not breed specific and promise each of our horses will never again know the abuse, neglect, abandonment or other injury that brought them to our facilities.

Lucky Orphans Horse Rescue is EAGALA certified and can provide Equine Assisted Psychotherapy and Equine Assisted Growth and Learning programs. Our EAGALA certified staff are committed to working side by side with the horses we rescue to help change the lives of people with a diverse range of struggles such as those suffering from addictions, depression, grief & loss, trauma, at-risk youth, and improving relationships in families and groups.

III. Barn Rules

Barn Hours: Monday-Friday 9:00-2:30, excluding scheduled lessons or appointments

- No moving, grooming, lunging, riding, or working horses without prior approval
- Helmets must be worn when mounted
- No entering property, paddocks or stalls after barn hours without permission
- No children left unsupervised- children under 12 must be supervised at all times
- No smoking or alcoholic beverages allowed on the property
- Treats must be fed out of buckets. No hand feeding.
- Closed toe shoes must be worn
- Children under 8 must wear helmets in the barn
- Do not wear clothing with dangling straps or long jewelry around horses- tie long hair back
- General horse safety and verbal directions from instructors must be adhered to
- No running, screaming, or roughhousing in the barn or paddocks
- Dogs must be kept on a leash at all times
- Lead horses on the left side, always using a halter and lead rope
- Never walk under horses, including under their necks
- Do not sit on the ground near horses
- Do not wrap reins or lead ropes around your hands or arms
- Do not stand in horses' blind spots, located directly behind or in front of them
- Do not park in front of the barn even if another car is there. Park in designated areas, unless instructed otherwise

Volunteer Requirements:

- All new volunteers must attend a volunteer orientation at least once within the first 2 months of volunteering.
- All volunteers must attend at least one emergency/disaster preparedness and communication drill per year. Meetings are held once a month.
- All volunteers are encouraged to attend FREE trainings at the barn, and earn their HALTER certification.
- All volunteers are encouraged to log their hours through the EQUUS Foundation & Cabot Creamery.

IV. Emergency Guidelines

During all emergencies it is important to:

- 1: REMAIN CALM**
- 2: Work as a TEAM**
- 3: Maintain open communication lines**

Lucky Orphans is prepared for an emergency in various ways that you should be aware of. In the event of an emergency, always notify Deanna and if applicable, the appropriate services or authorities (i.e. the vet or 911).

Refer to the facility map in this handbook to familiarize yourself with where horses should be turned out and where important supplies are located.

Notes on specific horses

- *Nitro* is difficult to handle and should be led by the most experienced person present. He has an injury and should not be turned out in a big herd or pasture.
- Do NOT combine mares and geldings
- *Texas* is highly protective of *Mac*; ensure that they are placed together in a smaller enclosure if possible.
- *Iroquois* is fragile and elderly; do not turn him out with any large herds.

Fire:

In the event of a fire, dial 911 immediately. It is imperative to get people, especially children, to safety first and then work to evacuate animals. Fire extinguishers are located near the barn entrances, feed room, boiler room apartments and loft. Hoses are located near the barn entrance, each stall, feed room and each paddock. Extra hoses are in the equipment shed. When using a fire extinguisher, remember the PASS method: Pull, Aim, Squeeze, Sweep.

The most experienced adults present should evacuate horses. Lead horses using leather halters and lead ropes if possible, or leather collars with lead ropes. You may need to blindfold the horses. Make an effort to turn horses out with other same gender horses, in their regular paddocks or pastures.

Reference: *Making Your Horse Barn Fire Safe* presented by: The Humane Society.

Flood

In the event of a flood, it is important to evacuate at risk horses and keep people and horses away from deep or fast-moving water. Dry areas, such as pastures on higher ground or indoor spaces, should be utilized to house horses during a flood. Follow the notes on specific horses above to ensure horses are turned out only with the right pasture mates.

Severe Storm

In the event of a severe storm, it is important to move horses indoors or at least into a pasture with a shelter and few enough horses to provide access to each of them. Keep horses and people away from fast moving water, deep snowdrifts, severe lightning and other types of extreme and prolonged adverse weather.

Power Outage

In the event of a power outage, it is important to ensure horses still have access to clean, unfrozen water. It may be necessary to break ice on top of buckets frequently if it is below freezing. Check all buckets as soon as power goes out. Remaining water pressure should be used to fill low buckets and/or spare troughs. Monitor horses closely. There is a generator backup for the well, or pump for the creek.

Medical Emergencies

Human:

In the event of a medical emergency involving a person, dial 911 immediately and determine whether anyone present is certified to perform CPR or other emergency medical techniques, if appropriate. First aid supplies are located in Deanna's office. Locate the injured person's health insurance form, in the "health insurance" folder inside the file cabinet labeled "documents", to give to Emergency Responders upon arrival.

If emergency occurs while mounted: Radio to barn to have horse removed. Remove the fence slats to allow ambulance direct access to riding arena.

Animal:

In the event of a veterinary emergency involving a horse, dog or other animal, call Deanna first. Determine whether anyone present has experience dealing with the type of injury at hand. Veterinary supplies are located in Deanna's office. Attempt to calm and enclose the injured animal. Injured animals may be afraid and dangerous. The most experienced person or people present should handle the injured animal. If no one experienced enough is available, leave animal in its paddock or stall until Deanna or Caitlin can access the situation. Children should be kept away from the injured animal. Call vet after Deanna's permission.

Other Emergencies

In the case of an emergency not listed here, refer to the notes about specific horses and evacuate or shelter horses as appropriate. Be sure to check local emergency communications frequently, if applicable. The most experienced person present should lead the emergency response until Deanna or emergency services arrive. Report any safety hazards to Deanna.

V. Important Contacts

Deanna Mancuso

Lucky Orphans Director

Phone: (845) 416-8583 (TEXT First. Do not leave voicemail)

Email: deanna@luckyorphanshorserescue.org

Bentley Veterinary Practice

Dr. Isaac Angell

Phone: (518) 398 - 5353

Dutchess County Sheriff

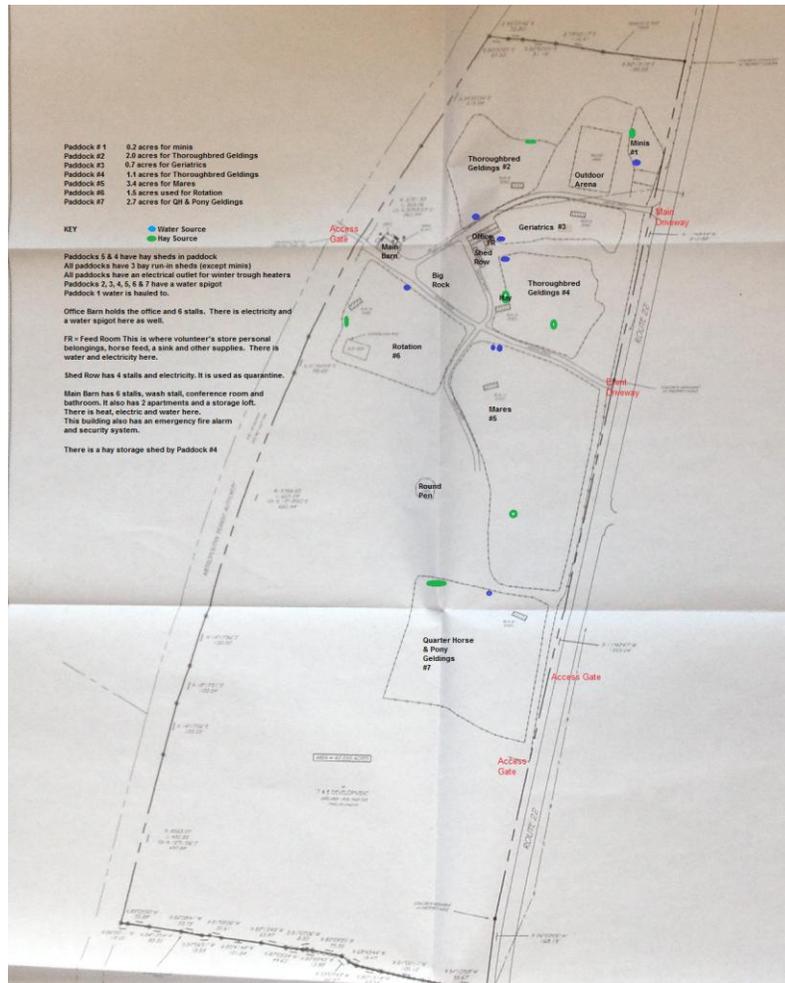
Phone: (845) 486-3800

always dial 911 in a fire or human medical emergency

New York State Police

(845) 677-7300

VI. Facility Map. This is also posted outside the office.



VII. List of Lucky Orphans Horses

- | | |
|---|--|
| - <i>Alley Cat</i> : Mare Born in 2001 | - <i>Justin</i> : Gelding Born in 1993 |
| - <i>Annie</i> : Mare Born in 1995 | - <i>Layla</i> : Mare born in 2001 |
| - <i>Ashley</i> : Mare Born in 1995 | - <i>Liam</i> : Gelding Born in 2002 |
| - <i>Barnacle Bill</i> : Gelding Born in 1998 | - <i>Lily</i> : Born in 1996 |
| - <i>Buddy</i> : Gelding Born in 1999 | - <i>Mocha</i> : Born in 1996 |
| - <i>Cadbury</i> : Mare Born in 1996 | - <i>Nitro</i> : Born in 1989 |
| - <i>Carmella</i> : Mare Born in 2006 | - <i>Ollie</i> : Born in 1994 |
| - <i>Casper</i> : Gelding Born in 2008 | - <i>Page</i> : Born in 1996 |
| - <i>Charisma</i> : Mare Born in 2002 | - <i>Patches</i> : Born in 1997 |
| - <i>Clover</i> : Mare Born in 2002 | - <i>Pokey</i> : Born in 2003 |
| - <i>Coco</i> : Gelding Born in 2000 | - <i>Rebel</i> : Born in 1992 |
| - <i>Cody</i> : Mare Born in 2006 | - <i>Rogue</i> : Born in 2001 |
| - <i>Copal</i> : Gelding Born in 1994 | - <i>Shadow</i> : Born in 2001 |
| - <i>Cowboy</i> : Gelding Born in 1988 | - <i>Skipper</i> : Born in 1990 |
| - <i>Cuervo</i> : Gelding Born in 2008 | - <i>Sunny</i> : Born in 2002 |
| - <i>Denise</i> : Mare Born in 2004 | - <i>Thunder</i> : Born in 2002 |
| - <i>Donuts</i> : Mare Born in 2011 | - <i>Tony</i> : Born in 1997 |
| - <i>Envy</i> : Mare Born in 2008 | - <i>Tug a War</i> : Born in 2000 |
| - <i>Gilatine</i> : Gelding Born in 1999 | - <i>Windy</i> : Born in 1997 |
| - <i>Gypsy</i> : Mare Born in 2005 | - <i>Whiskey</i> : Born in 1996 |
| - <i>Iroquois</i> : Gelding Born in 1966 | - <i>Zoe</i> : Born in 2000 |

VIII. Resources:

AMAZON - <http://www.smile.amazon.com/ch/26-2729197>

Bravelets - <https://www.bravelets.com/bravepage/hope-for-horses/>

Equus Foundation- www.Equusfoundation.com

HALTER - <http://campus.extension.org/enrol/index.php?id=26>

IGIVE - www.igive.com/luckyorphans

Lucky Orphans Facebook Page: <http://www.facebook.com/LuckyOrphans>

Lucky Orphans Volunteer Page: <http://www.facebook.com/groups/lohrvolunteers>

Lucky Orphans Website: <http://www.luckyorphanshorserescue.org/>

New York State Horse Council: <http://www.nyshc.org/>

Reward Volunteers – <http://www.rewardvolunteers.coop/>

IX. Volunteer Levels/Pins

At Lucky Orphans our goal is to ensure not only the safety and wellbeing of our horses but our volunteers as well. In order to do this we have created a system to be sure that all volunteers around the horses, beginning or advanced are able to help to their best ability.

Red- This symbolizes a new volunteer who has little to no horse experience. This volunteer will be asked to help with basic chores such as mucking, haying and watering stalls. There must always be a white ranking or higher pinned person present at the barn when there is a red pinned volunteer.

White- These volunteers mastered previous levels and can assist with soaking feed, bringing horses in and out, assigning horses to white pinned volunteers and grooming. A white pin volunteer must be able to identify each horse at the facility and know their personality traits in order to help keep all volunteers safe.

Blue- Blue volunteers may also be referred to as the shift leader. These volunteers are in charge of opening and closing the barn, feeding the horses, taking care of medical needs/injuries of the horses and overseeing that all animals on the facility are taken proper care of. The shift leader is also responsible for making sure that all volunteers are being safe and responsible. There must always be one blue volunteer present.

Red Pins:

This symbolizes a new volunteer who has little to no horse experience. This volunteer will shadow a higher leveled volunteer to learn the shift system, basic horse safety and proper facility protocols. This volunteer will be asked to help with chores such as mucking, haying and watering paddocks and stalls. There must always be a green ranking or higher pinned person present at the barn when there is a red pinned volunteer. This volunteer may only work with red pinned horses.

Mucking Stalls: Stalls must be cleaned everyday 2x a day. Once in the morning and once in the afternoon.

- 1) Wheelbarrows are typically located by the tractor or under the porch but may be relocated depending on the weather and the location of all horses. Take one wheelbarrow.
- 2) Pitch forks are located by the feed room or under the porch. Be sure to grab one pitchfork and a broom.
- 3) We always start picking from the stall #1 of the barn we're in, so bring wheelbarrow and pitchfork and broom to stall #1.

- 4) If there is a horse in the stall ask a higher pinned volunteer to assist you in safely moving the horse out of the stall and onto the cross ties. If there is not a horse in the stall move onto step 5.
- 5) Start in the front of the stall with the pitchfork. Remove as much manure with the fork as possible working from front to back and back to the front. If the horse has hay in their stall, sort through it to determine if it is good hay (clean and dry) to put back in the hay corner of the stall (front corner opposite the stall door) or bad hay (wet and dirty) to remove into the wheelbarrow.



- 6) Use the broom to sweep the remaining manure, urine and/or hay either into the aisle to pick up or into the front of the stall to pick up.
- 7) In the am, take one flake of hay off of the mule and place it in the horses clean hay corner if it is a horse that gets hay (generally everyone other than Texas, and rebel but always check the horse's white board first)
- 8) ONLY if there is a horse in the stall, (Not turned out) in the am take another flake of hay and put it outside of the horse's stall in the aisle, this will be used to feed the horse in the pm.
- 9) Dump the horse's water bucket in the grass outside of the nearest door.
- 10) Replace water bucket, it will be filled when stalls are finished.
- 11) If horse was in the stall, ask a higher pinned volunteer to assist you in safely putting the horse back in the stall.
- 12) When your wheelbarrow is full it must be dumped. The manure goes in the tractor bucket or the dumpster. Be sure to push your wheelbarrow as far back as you can.

Watering stalls: It is vital that all horses have access to clean water, and lots of it! Horses drink 5-10 gallons of water a day so it is very important their buckets be filled two times a day. To fill the water in the main stalls, follow the following steps:

- 1) Fill the bucket through the bars with the hose outside the stall.
- 2) Fill the water bucket (located on the same wall as the door) until it is about 2 inches away from the top.

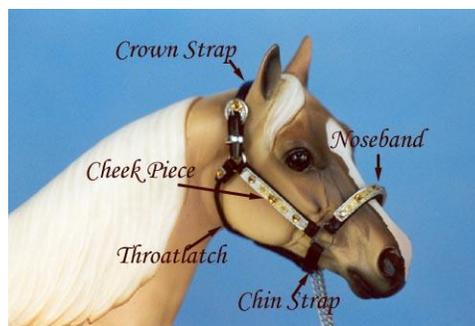
- 3) Turn the water off

White Pins:

These volunteers have mastered the skills of the red pin. These volunteers, in addition to the skills they are already capable of completing, can lead and groom horses assigned by a blue pin, and hay paddocks. There must always be a blue ranking pinned volunteer present when a white pinned volunteer is at the barn. White pinned volunteers are learning to be able to tell the horses apart.

Leading a horse: A white pinned volunteer should not lead a horse unless it is cleared by a blue volunteer. Horses will need to be lead to go out or come into their stalls, come out on the crossties to have their stalls mucked or be lead to the cross ties to be groomed.

- 1) When leading a horse, always use a properly fitting halter and lead rope and be sure to do all buckles. If you are unsure how to put a halter on, a higher pinned volunteer will show you. Essentially, it should look like this:



- 2) Always lead a horse from the left hand side.
- 3) Be sure to **NEVER** wrap the lead rope around your hand as this can cause injury if the horse pulls on your hand. Instead, fold the rope in half and hold the fold.
- 4) Avoid obstacles such as ice, deep water and holes.
- 5) Be aware that horses are flight animals and often times if something scares them they will try to get away from it. If you ever feel that you are in danger of being hurt by the horse you are leading do not try and hold onto the horse.
- 6) When bringing a horse into a stall always walk into the stall first. The horse should follow you. Go straight to the back of the stall and then loop around walking past their hay corner then their

water bucket and finally back to the door of the stall having the horse follow you in this circle the whole time.

- 7) Now that you are nearest the exit of the stall, remove the horses halter.
- 8) Exit the stall.
- 9) Lock stall door.
- 10) Hang the halter on the horses door.
- 11) If you are turning a horse out you should have a blue volunteer with you. **Never** go in the paddock to turn a horse out.
- 12) Open the gate and let the horse go in holding onto the lead rope the whole time. This will signal to the horse they have to turn around and face the gate.
- 13) Now that the horse is facing the gate, remove their halter and close the gate.
- 14) Hang the halter on the fence.

Haying Paddocks: All horse outside (except those stated otherwise, view map) must get hay 2x a day.

- 1) Retrieve the correct amount of hay for the paddock you are haying (1 flake per horse) and bring it out to the paddock. Do not go in the paddock!!
- 2) In each paddock there is a feeder that the hay goes into.
- 3) Once you have located that spot, fill it with hay.

Grooming horses: Most horses not only love the attention of a good grooming but it is good for them too! Be sure to groom a horse approved by a green or higher pinned volunteer for safety reasons.

- 1) Put the horse on cross ties in the shed or barn. (Except Iroquois and Ollie)
- 2) **Never** stand directly behind the horse or walk under the horse.
- 3) Ask a blue pinned volunteer to show you proper grooming techniques your first couple times.
- 4) The first step is to know the brushes.

A.



B.



C.



D.



Both A and C are forms of a curry comb. Use these brushes first. These are used to loosen up dirt, mud and hair. To use A you take short firm strokes going in the same direction as the horses hair. This should only be used when the horse has an excess amount of mud on them and C does not work. C is a rubber curry comb that gives the horses more of a massage. Use this in a firm circular motion to loosen up dirt and hair.

B. These are hoof picks. These are used to get dirt and rocks out of the horse's hooves. This is very important to do because the horses can develop thrush from dirty feet or can become lame (essentially hurt/begin to limp) because there is a rock stuck in their foot. As with all grooming techniques, ask a higher pinned volunteer to assist you in picking horses feet as some horses are either not very experienced in having this done, do not like it or are physically not capable and require a lot of assistance to have their feet picked.

D. is called either a stiff brush or a soft brush depending on how stiff the bristles are. Stiff brushes work best for getting the dirt and excess hair that was just loosened up by the curry comb off best. A soft brush works best for the finishing touches and the horse's sensitive areas like their faces and ears. To use

either of these, brush beginning with short and gradually extending to long strokes down and in the direction of the horses hair. The goal is to brush all of the dirt off of the horse, and onto the floor 😊

BLUE PINS

These volunteers are also called shift leaders. They must pass a test with a score of 100 to become a shift leader. These volunteers are responsible for opening and closing the barn. They are responsible for feeding the horses, taking care of medical needs and overseeing all animals, volunteers, visitors and activities for a shift. There must ALWAYS be one Blue pin volunteer present.

X. Policies

Please ensure that you have read the following policies. We strive for safety and an enjoyable volunteer environment. This is best for not only our volunteers, but the horses as well.

- Disciplinary Action and Peer Review Process Page 27
- Grievance Resolution Policy Page 16
- Hostile Situation Training Page 18
- Policy on Violence Page 29

XI. Forms

Please read and sign all forms. We require all forms completed and signed for insurance reasons. You cannot volunteer until all forms are completed.

- Application Available in the Office
- Confidentiality Statement Page 36
- Contract & Code of Conduct Page 37-38
- Health & Insurance Available in the office
- Liability & Photo Release Page 39-40
- Volunteer Evaluation Page 41-44

Lucky Orphans Horse Rescue Grievance Resolution Policy

The Organization is committed to sustaining a positive environment in which volunteers work constructively together. The problem resolution policy and process has been established as a foundation for ensuring that the environment remains positive.

The problem/grievance resolution policy is intended to:

- Provide the opportunity to resolve a conflict or complaint quickly, fairly and without reprisal
- Improve communication and understanding between volunteers; and between volunteers and shift supervisor and/or director
- Ensure confidence in leadership decisions by providing a mechanism whereby decisions can be objectively reviewed
- Support a positive environment by allocating shift supervisors responsibility for preventing and resolving conflicts and complaints among volunteers
- Identify organization policies and procedures which need to be clarified or modified

Volunteers who are experiencing a barn related conflict or have a complaint are encouraged to resolve it through discussions with their shift supervisor whenever possible. All requests for conflict resolution, complaints and appeals shall be fully investigated and a reply will be given as quickly as possible.

Penalty or retaliation against a volunteer who initiates conflict resolution or makes a complaint, or participates in a problem resolution investigation will not be tolerated and will be subject to disciplinary action.

Procedures

Note: Although not required, volunteers are encouraged to follow the informal approach to problem resolution prior to making a formal complaint.

Informal conflict resolution and complaint process:

1. Volunteers who experience a barn related conflict or who have a complaint should first attempt to discuss the matter with their shift supervisor. In some situations this may be difficult or inappropriate. In these cases, the volunteer may request a meeting with the next level of leadership (Director) to discuss the problem.
2. The shift supervisor, or Director if need be, will analyze the merits of the conflict resolution request or complaint, and within two (2) business days will meet with the volunteer to inform the volunteer of the proposed plan of action.
3. If the volunteer is not satisfied with the informal resolution of the problem, he or she may proceed informally to the Director or proceed with the formal problem resolution process.

Formal conflict resolution and complaint process

1. Volunteers who have a complaint or require Director-level intervention in relation to a barn related conflict and wish to initiate the formal problem resolution process must prepare written documentation, with supporting details, of the conflict situation or complaint and submit it to the shift supervisor.
2. The shift supervisor will investigate the merits of the conflict resolution request or complaint. The supervisor will consult with the Director and other relevant individuals if necessary.
3. Within five (5) business days of receiving the conflict resolution request or complaint, the shift supervisor will complete the investigation and prepare a written response. The shift supervisor will forward a copy of the response along with a request that the volunteer sign and date the copy to confirm he or she has received the reply and agrees or disagrees with the shift supervisor's plan of action.
4. If the volunteer agrees with the recommended plan of action, the shift supervisor will send a copy of the signed reply to the Director to be filed.
5. If the conflict or complaint has not been resolved to the volunteer's satisfaction, the shift supervisor will forward the complete file, including the conflict resolution request or complaint, documentation of relevant factual information, analysis of the information, the conclusion, and the recommended resolution, to the Director.

- 6. The Director will investigate any relevant issues in the file and any newly discovered evidence or information that may arise during the problem resolution process. The Director will forward a response to the volunteer either concurring with the previous resolution or proposing an alternative resolution.
- 7. If the volunteer agrees with the resolution at this stage, the Director will file a signed copy of the reply.
- 8. If the complaint has not been resolved, the volunteer can request the complaint be investigated by the Board of Directors. The decision and recommendations made by the Board will be final.

Lucky Orphans Horse Rescue Formal Conflict Resolution and Complaint Form

Persons who have a complaint or require Director-level intervention in relation to a barn related conflict and wish to initiate the formal problem resolution process must prepare written documentation, with supporting details, of the conflict situation or complaint and submit it to the shift supervisor.

Date(s) incident occurred _____

Person filing form _____

Affiliation with LOHR _____

Specific description of complaint with supporting details:

Signature of Person Filing Complaint Form

Date Submitted to Director

Description of Action Taken to Resolve Complaint:

Signature of Director

Date Complaint Resolved

Lucky Orphans Horse Rescue HOSTILE SITUATION TRAINING

Preventing and Defusing Anger and Hostility

Goal: To learn how to prevent, defuse and de-escalate incidents which involve dealing with angry, hostile people.

Objectives:

- To understand how respectful behaviors reduce vulnerability
- To explore how principles which work to redirect and de-escalate aggression
- To learn specific behavioral approaches and communication skills which de-escalate anger and hostility through nonverbal, listening, and speaking skills

Key Learning Points:

- Anger and aggression are often the product of frustration and a feeling of powerlessness.
- Respect is a key principle in de-escalating and defusing anger and aggression. The ability to communicate skillfully and appropriately so as to foster acceptance has a great impact on security.
- Cooperation is a key principle in all efforts to defuse anger unless cooperating causes harm to you, the equines in your care, and/or others. Efforts to resist physically or verbally are often counterproductive, putting the aggressor(s) in an even more defensive position. Use both nonverbal and verbal postures that reflect your calm and confident ability to respond and interact with the aggressor.
- Listening is an important skill in defusing anger. While it may seem easy, skillful listening is quite difficult. Close attention to non-verbal cues for listening, along with the skills of paraphrasing and questioning are important means of defusing anger.
- Learn to redirect and reframe anger and positional arguments into a discussion that involves an analysis of the real interests involved.

Definition of Terms:

frame: refers to the perspective from which one is looking at a given situation.

paraphrase: refers to restating what has just been said using different words

positional arguments: refers to arguments which insist on one specific solution to a problem

empower: to give someone power, or a feeling of control over their environment

The Importance of Respect as a Principle for Security:

LOHR volunteers and staff may find themselves in situations where they need to attempt to defuse aggressive, angry people. Demonstrating respect for others is a primary means for de-escalating hostility and aggression. When faced with anger and the threat of violence, it is of course difficult to respond with respect. When a person shows initial signs of hostility or begins to respond angrily to an incident, the following general principles which stem from the “acceptance” paradigm are important to remember:

- Recognize that the aggressor is often feeling threatened, anxious and fearful, and will respond even more aggressively if s/he feels more threatened.
- Focus on communicating respect with appropriate listening skills and non-aggressive, non-challenging body language. The ability to show concern for the specific, personal needs of others while maintaining a non-anxious demeanor in the midst of an angry interpersonal encounter, may defuse the situation.
- More specifically, being a good listener of others, in interpersonal exchanges, is a far more powerful tool than speaking when trying to defuse hostility.

- Cooperate with an armed aggressor's commands, unless they are completely unacceptable. Unless the commands given would result in harm to you, a general attitude which communicates a desire to cooperate in solving the problem is almost always the most appropriate response.
- Attempt to establish some type of significance with the aggressor's humanity and personal dignity. When confronted with an unacceptable demand, an appeal to the aggressor's humanity has proven effective.
- Remain calm yourself; reduce physiological stress through some form of relaxation; talk calmly to yourself using strategies that you have practiced and found effective in the past. Holding an open and relaxed body posture communicates respect and attention to the aggressor.
- To whatever extent you are able, show an interest in resolving the issue or meeting the other's needs and concerns:
 - emphasize willingness to be cooperative and address the issue(s) being raised
 - acknowledge the importance of whatever concern they are expressing
- Help the other person maintain their dignity
 - reassure him/her that their concerns are legitimate
 - offer the option to pursue the issue/problem later if possible
 - refrain from openly judging his/her behavior.
- Individual LOHR volunteers and staff who have strong skills in understanding power dynamics and who recognize and use their own power in ways that are assertive but do not threaten others are more able to defuse aggressive behavior by giving recognition and respect, in a variety of ways, to these aggressive persons.

Factors That Escalate Hostility and Aggression:

- **Insecurity:** We all experience insecurity whenever we are fearful or feel a loss of control and predictability in our lives. When this basic degree of order and safety are threatened, people become increasingly volatile and unpredictable.
- **Lack of choices.** In general, humans respond with hostility and aggression when they perceive that their choices are limited. The sense of powerlessness that comes with feeling that one has little or no options often produces violent or hostile responses. Feeling powerful (that is, able to significantly influence situations affecting one's group or person), is a prerequisite to dealing positively with other people. Just as a cornered rat fights the dirtiest, so too do humans. When there is dirty fighting, someone is usually feeling powerless. This is hard to remember.
Cornered people are often intimidating and can inflict serious injury. Worse, they mask their powerlessness - from themselves as well as others. This hostility is most likely to be directed at you if people feel that either you are responsible, directly or indirectly, for their predicament or that you have options that they do not.
- **Asymmetrical power:** When one person or group has or is perceived to have more power than another, the less powerful person may feel threatened.
- **Ostentatious use of symbols of power:** The tangible, concrete things that is associated with having a high degree of influence. e.g. hi-tech equipment, expensive vehicles, contextually extravagant lifestyles, uniforms, guns, etc., may be seen as threatening to people without such resources.
- **Disrespectful behavior:** Any actions which are considered inappropriate in terms of a lack of deference to local customs, leadership, and ethical/moral norms. This behavior is often engaged in by those who lack knowledge of their context and/or themselves and the way they are generally perceived by others.
- **Inconsistent Team Behavior:** The lack of a systematic, consistent philosophy and approach to issues within the LOHR community on behalf of the staff and volunteers associated with the same.
- **High Levels of Conflict Among LOHR volunteers:** The presence of highly conflicted relationships within the group can provoke animosity within the community towards certain individuals.

• **Aggressive or Passive Responses:** Aggressive or passive responses on behalf of LOHR volunteers or staff to concerns within the LOHR community or to the hostility can easily escalate that hostility to deadlier levels.

Principle for Defusing Anger:

The following communication skills outline how to defuse anger with nonverbal, listening and speaking skills based on the principle of redirecting the energy of the attack.

The Importance of Communication in Preventing and Responding to Hostility

LOHR volunteers and staff use communication skills in every aspect of their work. Within the organization, LOHR volunteers and staff need good communication to make sound decisions and build good working relationships with one another.

When dealing with situations that involve the potential for violence, it is imperative that we think critically and carefully about the way that we communicate about our interests, needs, emotions, limitations, and purposes to others. Being able to communicate one's perspective is vital to effective negotiation and crisis management, and communication skills are of utmost importance when facing hostile or threatening people.

Improving our ability to communicate and negotiate effectively results in better personal and group outcomes. These outcomes are not only related to the immediate task, they also contribute to overall improved relationships and a higher degree of acceptance of LOHR within the community. The ability to communicate skillfully and appropriately so as to foster acceptance may have a greater impact on security than any other single factor.

In addition, interpersonal skills are considered by some analysts to be the most neglected area of security training today.

Encoding and Decoding:

Communicating involves verbal, non-verbal and listening skills. Communication theorists talk about speaking as “encoding” and listening as “decoding.” We all speak and listen, encode and decode, through a filter of our own experiences and beliefs. The encoding-decoding process can cause miscommunication - i.e. the message one person encodes in their speech is decoded with a different meaning by the person listening - even in the most stable and trusting environments. When working in a cultural and linguistic context different from your own, where tension and mistrust may already be fairly high, the encoding-decoding process can become extremely difficult and the chances of an angry, explosive reaction greatly enhanced.

A factor that often contributes to the breakdown of communication and leads to conflict and even crisis is the assumptions we all make. In our daily interactions we often misinterpret the behavior of others during the decoding process of communication. When people are under the stress associated with conflict or insecurity, the tendency to misinterpret each other is greatly increased. When the above mixture of ingredients is combined with varied dynamics, a particularly ripe setting for miscommunication and assumptions is created. These assumptions can have deadly consequences in settings of vulnerability. We have a tendency to assume the other's intention from the effect their action has on us.

Do not let statements like “I thought that...” go unchecked. Such phrases may be indicators of assumptions that need to be clarified. Similarly, if you are disturbed by the behavior of another person or group, do not simply make assumptions about the intent underlying the action. Instead, take

responsibility for both inquiring about their intent and informing them of the effect on you. To communicate effectively and reduce our vulnerability, we must make our intentions clear and check out our assumptions. By themselves, actions, tone and words can all mislead.

Non-verbal Communication: Defusing Hostility Through Body Language:

Communication research shows that at least 80% of communication is non-verbal (tone and visual). We increase our nonverbal communication skills by:

- Trying to pay extra attention to the nonverbal signals your body is giving when dealing with anger. Are you frowning or shaking your head while they talk? Are you receptive to the information being shared? Make sure your body posture is open rather than closed, inviting information rather than shutting yourself off from the speaker
- Being conscious of our facial expressions and our body posture
- Learning what kind of eye contact (from direct to indirect) is appropriate in various settings;
- Paying particular attention to the physical distance between you and the person speaking.
- Being very sensitive about the kind of gestures you are using.
- Being aware of standing eye to eye with a person. Communication specialists stress that standing at an angle (sideways) rather than directly across from someone can help keep a situation calm and non-adversarial;
- Heightening our awareness of all of the above whenever we are dealing with a hostile or potentially hostile person.

Listening: The Key Defusing Strategy:

Listening skills are crucial. The ability to listen well will assist LOHR volunteers and staff in gathering information about their context, particularly in relationship to assessing threats and analyzing the context as a whole. Everyone wants to be listened to and to be understood. People often become angry or aggressive only after a lengthy period of not being listened to or acknowledged both collectively and individually. By listening effectively, people can often defuse an angry or threatening situation. Many people think listening is easy. In fact, it often requires years of practice to learn how to listen effectively. It is very difficult to not make assumptions, judgments, or responses when listening. Yet it is very important to let yourself focus on listening rather than thinking about your own concerns.

How to listen effectively:

- Empathize - put yourself in the other person's shoes and try to understand how s/he feels.
- Listen - for the feelings or emotions of the speaker, the meaning of their message, and the specific content they are trying to communicate. Angry people often say aggressive, inappropriate, offensive, unfair, unfounded things. Nevertheless, do not lose control of your emotions and begin arguing. Do not give into the temptation to start interrupting, correcting, and arguing with the angry person. When people are escalating, rational arguments have little to no effect except to further provoke their hostility. Instead, focus on the deeper issues the person is so eager to communicate.
- Validate - let the other person know that her/his experience is valid. This does not mean that you agree with them, only that you have listened to their experiences and can understand why they might be feeling the way they do.
- Paraphrase - Paraphrasing is restating in your own words the core of what the other has expressed in a message. A good paraphrase gets at content and emotions
- Clarify - ask questions to get more information about the problem
- Gather information - try to gain a better understanding about the situation without antagonizing
- Recognize your own prejudices- be aware of the way in which your feelings or reactions to a person influence your interpretation of what is being said. Change your judgment to curiosity, even when what the angry person is saying seems unfair or ridiculous.

- Draw out underlying interests - use open-ended, non-threatening questions
- Be Quiet! - Too many people talk too much when facing escalated situations. People usually do not want to be told how they should think, feel, or act in the midst of their anger. Often, people become angry because of a lack of a sense of control or influence over their own lives. Telling them what to do only exacerbates this tension.
- Use the other person's name respectfully (if you know it)
- Be prepared to patiently repeat yourself
- Match and lower intensity

Questions as a key element to effective listening:

a. Questions which escalate hostility

There are many types of questions which we use reflexively which often prove unhelpful and can escalate the situation. Some of these questions may be divided into the following types:

WHY - draws out information but, depending on tone, can have the impact of challenging, blaming or calling upon the other person to justify or defend his/her actions or position. Many "why" questions are intended to prove wrong-doing. For example, "Why would anyone do that?"

LEADING - is really a disguised statement. The speaker attempts to express his or her opinion through a question.

MULTIPLE - is when two or more questions are asked immediately following one another without adequate time for response. This is often confusing for respondents because they have trouble focusing on what is being asked.

CLOSE-ENDED - invites a one or two word answer.

ASSUMPTIVE CLOSURE - gives the expected answer in the question.

b. Questions that can defuse hostility

In effective conflict defusing, questioning can be used to probe for information. It is not used to prove a point, to demolish an argument, or to get compliance. As with any technique, there are also helpful ways to use questions. When undertaken with care, questioning can help clarify assumptions and uncover vital information and effectively defuse a situation.

OPEN-ENDED questions, ones which cannot be answered with a simple "yes" or "no", move away from judgment towards curiosity. Open questions invite a longer response, giving a choice of how to respond and thereby moving the control from the questioner to the responder. This type of questioning may seem risky because the questioner cannot

know exactly what direction the conversation will go. Although this may seem to be a disadvantage in a purely adversarial environment, open questioning often results in creation of a more open, co-operative forum. Open questions encourage answers which provide unanticipated information, reveal interests, and provide clarity for all involved.

Open-ended questions are questions that require more than a "yes" or "no" answer and demonstrate an interest in the other's concerns. However, in some cultural contexts, use extreme caution with open questions because they can be seen as intrusive, disrespectful and inappropriate.

Paraphrasing as a Key Approach to Effective Listening:

Paraphrasing is one way to make sure you have understood the intended message. It has a number of purposes:

- 1) It provides a climate in which the speaker is more likely to feel understood.
- 2) It allows you to check to make sure you understand the speaker's intent.

- 3) It allows the speaker to correct you if you have misunderstood something, thereby preventing misunderstandings.
- 4) It allows the speaker to correct themselves if they feel they inaccurately expressed what they were trying to communicate.
- 5) It provides you the opportunity to focus on understanding the other person rather than thinking of your own response.
- 6) It conveys to the speaker that you are interested in him or her and what s/he has to say. This often allows the person the freedom to continue talking

Re-Framing Positions to Interests:

Reframing, like paraphrasing, is another way to respond to a hostile speaker to let her/him know that you understand what they are saying. However, unlike paraphrasing, which simply repeats back what has been said, reframing is a way of changing directions. When faced with hostility, it is natural to push back. However, rather than opposing your opponent's anger in a security context, it may be helpful to re-direct aggression into a non-threatening discussion of their underlying needs. At its best, reframing can elicit a more cooperative, problem-solving approach to address the concerns and interests rather than the positions of an attacker.

POSITION - A position is one specific solution to a problem, usually stated as a demand in an attempt to resolve a conflict. Often the positions of people in conflict are mutually exclusive because each person is attempting to address only his or her own needs. Positions often arise out of impulses that seem to demand immediate reaction. Common motives for becoming positional are the desire to be taken seriously, fear, revenge and unmet expectations from the past.

INTEREST - Interests are often closely connected to an individual's values and priorities. These values and priorities can often be identified through an individual's expression of their underlying wants, needs, fears, hopes and/or concerns. In expressing their interests, parties in dispute often discover that they share many more values and concerns than they assumed while in their positional stance and they are subsequently much less likely to perceive one another in purely adversarial terms. Basic human interests, which often arise in disputes, are the need for power, approval, justice, inclusion, identity and security.

While a judgmental reaction to another's position often leads to no movement and frustration, a curious attitude allows us to uncover the interest(s) from which the position of the other person stems. When LOHR volunteers and staff learn to speak in terms of their underlying interests, they adopt a much more flexible approach to conflict and reduce the chances of misunderstanding. You can also defuse potential aggression by assertively articulating your own interests rather than aggressively pushing your position.

In reframing the listener takes a statement that is framed, or seen from a perspective of a position that makes it difficult to redirect anger, and reframes it, or looks at it from a new perspective which might allow the discussion to move forward. Reframing is a powerful tool. It can demonstrate that you understand the other person's interests and turn a potentially destructive comment into a constructive problem-solving comment.

When speaking to an angry, aggressive person, reframing hears the demanding and accusatory statements and then reframes by tentatively stating the underlying interests. Instead of stating what they say they don't want, the listener focuses on naming what it sounds like they need.

Reframing may also involve:

- changing the emphasis from differences to common ground
- changing the emphasis from negative to positive
- changing the emphasis from the specific to the general or vice-versa

Assertive Communication: How to Communicate Your Interests:

While listening is a powerful skill in defusing anger and aggression, there may be times when you will need to assert your own needs and interests in a security situation. LOHR volunteers and staff can sometimes use speaking or disclosure skills to help defuse an angry person or group before they have escalated.

Be "hard on the issues, but soft on the person", implies that while it is important to communicate your viewpoint, it is important to do so in a way which refrains from personal attack on people who disagree with it. It is important for you to communicate your own perspectives and interests as early as possible (before a situation escalates to an angry encounter). Therefore, do not be overly cautious to say what you need or want from a situation, but speak thoughtfully, so that your words will not provoke the person you are speaking to.

When you are actually facing a very angry person, you may need to be more cautious about what you say or divulge in that moment. It is often very important to look for a calm moment to talk/negotiate. Through careful reflection on how you approach people, you can greatly increase your control over whether your message is received the way you want it to be and decrease the chances of a hostile response.

Finally, non-aggressive modes of speaking about our perspective and/or needs encourage others to shift their behavior and do the same. It is important to remember that negotiation is most appropriate before a situation has grossly escalated.

I/We Messages:

When communicating your interests in a tense atmosphere, it is easier to hear a statement in which the speaker clearly states their perspective or needs (i.e. "I") than it is to hear a statement which focuses on the other person or parties ("You!"). Speak from your own experience and needs, rather than what you've heard others say. Others are less likely to become defensive if you state your own beliefs and preferences rather than using language that focuses on what you dislike about others or attempt to speak for people beyond you or your jurisdiction.

Starting a sentence with "I or We" often lowers the level of escalation and tension. A "YOU" message usually raises the level of pressure and tension. These messages usually blame, accuse, threaten, order, put-down or make the other person feel guilty. An "I/We" message has three parts:

When _____ happens, I/We feel/need _____ because it has the effect of _____ on me/us.

The "WHEN" element helps separate the person from the problem. This is extremely important for keeping the discussion in a problem-solving rather than attacking mode. It informs the other person of the specific behavior that is problematic for you.

The "I FEEL" component is important because the speaker is taking responsibility for his/her feelings, indicating trust in the listener and clarifying her/his feelings.

The "BECAUSE" is most often missed but is crucial when trying to deal with a conflict. The "because" part of the message pushes the speaker to look beneath a position to clearly define what the situation is in

terms of interests. It also allows the speaker to more easily understand and communicate that interest rather than position.

There are a number of additional principles that can empower you to share information more effectively and defuse potentially aggressive encounters before they evolve. They are as follows:

- Reflect - step back and think about the situation if possible. Clarify your concerns and feelings.
- Choose a place and time, when possible, that will facilitate good communication.
- State your intention to resolve the issues at hand positively. This can help motivate others.
- Before speaking, try to think of the easiest way it would be for you to hear the message you want to communicate.

Making an Assertive Request:

There are times when LOHR volunteers and staff are facing an angry person who does not pose an immediate, lethal threat. In such situations it may be appropriate to respectfully but assertively request a specific change in behavior as a condition of continuing a discussion. It is important to remember, however, that when an individual does pose an immediate, potentially lethal threat because they have a weapon or the authority to use violence, making an assertive request may not be an appropriate or feasible option.

- **PREFERENCE STATEMENTS:** Clearly communicate your preferences or desires rather than stating them as demands or forcing others to guess what they are.

My preference is....

If it were up to us...

What I would like is...

From our perspective, it would be helpful if....

- **INTEREST STATEMENTS:** Clearly state your wants, needs, fears, and concerns.

What concerns me is...

What we really need is... because...

- **PURPOSE STATEMENTS:** Disclosing your intentions enables others to understand what motivates you and minimizes the opportunity for misunderstanding.

What I'm trying to accomplish with this policy is...

We're out here today because we were hoping to...

I am in the process of trying to locate...

Our intention with this group of people is to...

- **DESCRIBING OBSERVATIONS:** Describe what you are currently observing between yourself and the other person in a non-positional way.

- **AGREEMENT STATEMENTS:** Acknowledge where you agree with the other party in the midst of a disagreement. This increases the amount you share in common and reduces the conflict field.

I agree with you that...

We definitely share your concern about...

Your interest in..... makes a lot of sense to me.

- **“YES AND” NOT “YES BUT...”** The word but has been called the “verbal eraser” because agreement statements lose their effectiveness if they are followed by a disclaimer such as but. It is better to make your agreement statement and then raise your other concerns.

I share your concern about.... and I am also concerned about...

I agree that we should.... and I also think that...

Things to Avoid When Speaking to/Defusing an Angry Person:

- **Blaming - Do not blame.** Blaming leads people to become defensive and hostile rather than cooperative and understanding.
- **Accusations or Counter-Accusations - Do not accuse.** In general, be cautious about starting sentences with “You”.
- **Making Assumptions - Don't assume that your perceptions are correct and others are false.** Change judgment to curiosity.

Disengaging from an Angry Person:

The goal of disengaging is to remove yourself or the other person from the threatening situation when it appears that all your other efforts to listen, make assertive requests and other methods are failing or that you yourself have become so angry that the interaction is becoming more threatening. Ideally, disengaging from an angry person involves an explanation for your behavior, allowing a cooling off period, and/or scheduling a time more conducive to effective problem solving. It also allows one to deal constructively with safety issues, should they arise during an encounter. When an individual does pose an immediate, potentially lethal threat because they have a weapon or the authority to use violence, disengaging may not be an appropriate or feasible option.

Disengage when:

- You are too angry yourself and you are having trouble self-managing.
- You feel too much discomfort with the situation, due to the rising level of emotion and/or the destructive direction of the discussion or exchange.
- You are nervous about the situation and fear for your safety.
- You both need time to compose yourselves.
- The time or location is not conducive to effective problem solving.

Misused when:

- The angry person poses an immediate, potentially lethal threat and will see your disengaging as an affront or challenge to their authority
- You disengage to provoke or manipulate the other party

A Sample Disengaging Script

Acknowledge: "I can see you are furious with me,

Commit involvement: and we need to talk more about it.

State your needs: Right now though, I feel like things are too intense. I need to be alone for a while...

State your intention to return: I'll be back." or "We can work through this later."

Then leave immediately!

When you feel yourself becoming angry in a situation which could have immediate, potentially life-threatening consequences.

- Be extremely cautious about expressing your anger in any terms
- Place your emphasis on de-escalating yourself and avoiding getting provoked
- Consider and act on ways to disengage from the situation as soon as possible
- Place an immediate priority on defusing the situation (e.g. most often this entails listening to and acknowledging the other's feelings and needs) rather than on expressing your own frustration or anger
- Remember that there will be other times, places, and means to express your anger and that timing is absolutely crucial when it comes to insecure environments and anger. Report any incidents of hostile situations to your shift manager or the Director immediately, or as soon as safely possible.

Lucky Orphans Horse Rescue
DISCIPLINARY ACTION OF PEER REVIEW

I. Introduction

Volunteer/staff and equine safety and quality care are the central focuses underlying all peer review activities. All peer reviews are conducted using evidence-based guidelines, when available. Peer review may be intensified in response to the circumstances of a single case, or the review may examine broader trends affecting LOHR. If incident based, the review should ensure that principles of fairness and due process are afforded any volunteer/staff involved. Since the demarcation between quality improvement and corrective action can be problematic, strong effort must be focused to achieve the goal of quality improvement, while being objective, fair, transparent and credible. A peer review to examine issues should result in suggestions for improvement. Such efforts to ensure the preservation of LOHR's mission are an important function of the Peer Review Committee, separate from individual review. Such review should be based on appropriateness, necessity and efficiency of services.

II. Peer Review Process

Steps in the Peer Review Process

These policies and procedures shall be applicable for all volunteers/staff involved with Lucky Orphans Horse Rescue.

1. Case Identification and Initial Review

All cases identified as quality of care issues are reviewed through the organization's Peer Review Process. The Peer Review Process is coordinated by the Director. Cases identified with quality of care issues are referred to the Director for case review. Any issue regarding equine care will be initially reviewed by the Director. The Director will retrieve all pertinent information regarding the case in question. If there is no quality of care issues identified following this review, the case is closed and the findings are documented and placed on file.

2. Responsibilities of Peer Review Committee and Director

Cases requiring further evaluation for quality care issues are referred by the Director to the Board of Directors for further review and for grading of the severity of the alleged substandard care. Cases resulting in minor or temporary negative consequences for the volunteer/staff member, graded as Level 1 or 2, may be handled by the Peer Review Committee Director without formal convocation of the Peer Review Committee. Cases graded as Level 3 or higher severity are referred to the Peer Review Committee for an informal review. All relevant information should be obtained promptly. After the information has been obtained, the issues should be discussed with the volunteer/staff member, and alternative courses of action should be considered before proceeding to the formal Peer Review Process.

3. Formal Peer Review Committee Process

The volunteer/staff member under review must receive appropriate notice of the hearing. Written notification of the date, time and place of the hearing as well as the composition of the hearing panel, shall be sent to the volunteer/staff member under review within fifteen (15) calendar days of the Peer Review Committee's decision to move to a formal process. The hearing must be held before an arbitrator, hearing officer or hearing panel. In the hearing, the accused volunteer/staff member is entitled to representation by an attorney, to a record of the proceedings, to call, examine, and cross-examine witnesses, to present relevant evidence, regardless of its admissibility in a court of law, and to submit a written statement at the close of the hearing. Upon completion of the hearing, the volunteer/staff member has the right to receive the written recommendation of the arbitrator, hearing officer, or the hearing panel and the right to receive a written decision from LOHR. The recommendation and the decision are to include the basis for the conclusions reached. The volunteer/staff member shall be informed of the decision of the Peer Review Committee within ten (10) days of the hearing. This decision will be sent via certified mail. Certain of the procedural protections can be relaxed in the event of a threatened health care emergency. A hearing is not required in the case of a suspension or restriction of

volunteer/staff member privileges for a period not longer than fourteen (14) days, during which an investigation is conducted to determine the need for a professional review.

Barn privileges can be immediately suspended or restricted where the failure to take such action may result in an imminent danger to the health of an individual or equine residing at LOHR, provided that the volunteer/staff member receives a subsequent notice and the right to a hearing or other procedures. The Peer Review Committee may also choose to obtain an external expert opinion for specialty review. The Peer Review Committee will summarize its findings and make written recommendations regarding the outcome of the review process, including suggested corrective actions. Corrective actions will be selected appropriately for the level of severity, as determined by the Peer Review Committee and Director. The findings and recommendations from the Peer Review Committee shall be communicated to the individual volunteer/staff member if the equine care reviewed was identified as sub-standard. Such communication shall be by certified mail, sent within ten (10) days of the Peer Review Committee action. Information will also be filed in the volunteer/staff member's file. Documentation of this counseling and corrective action shall then be relayed back to the Peer Review Committee for inclusion in the case file.

Appeal Rights

Within ten (10) days of the receipt of the decision, the practitioner under review has the right to request an appeal from the Peer Review Committee. The request must be in writing and shall include an identification of the grounds for appeal and a clear and concise statement of the facts in support of the appeal. The grounds for the appeal shall be:

- a) Substantial non-compliance with the procedures of the Peer Review Committee;
- b) Insufficient evidence in the hearing record to support the decision.

III. Corrective action program

Problem Identification

All substandard equine care identified through the Peer Review Process shall be categorized by severity in accordance with the Peer Review Policy and Procedures.

Problems identified shall include both acts of commission and omission, deficiencies in the quality of equine care, and any instances of volunteer/staff member impairment documented to be a result of substance abuse.

Corrective Actions :

Following a determination by the Peer Review Committee that a volunteer/staff member has rendered sub-standard care, the Committee will recommend a list of acceptable corrective actions appropriate to the severity of the substandard care in support of their recommendations. The final recommendations of the Committee may also take into consideration other pertinent quality data regarding the volunteer/staff member in question, including but not limited to the following:

- Complaints specific to that volunteer/staff member during the previous six months
- Any evaluative or peer satisfaction survey results specific to that volunteer/staff member during the previous six months.

Implementation of Corrective Action Plan:

The Director shall, in each case, review personally with the volunteer/staff member in question, the results of the Peer Review Committee. The Director shall also establish with the volunteer/staff member in question, the Corrective Action Plan, using as a guideline the specific recommendations of the Peer Review Committee. The Director shall notify the Peer Review Committee confirming the completion of a feedback session with the volunteer/staff member in question, as well as the agreed upon Corrective Action Plan and a timetable for its accomplishment. It is the responsibility of Director to document that the Corrective Action Plan has been implemented in accordance with the specific timetable.

Lucky Orphans Horse Rescue

POLICY ON VIOLENCE

1 GENERAL.

- a. **IN AN EMERGENCY:** If a member of the Lucky Orphans Horse Rescue (LOHR) community believes that he or she, someone else, or an animal in the care of LOHR is in immediate physical danger, he or she should call 911.

2 RATIONALE.

The Director, Board of Directors, and Volunteers of LOHR make up a community whose common commitment is to provide a safe haven for unwanted, abused, neglected horses and to improving the relationship between horses and people. This commitment requires that the highest value be placed on the use of reason and that violence involving the LOHR community be renounced as counterproductive to its goals. Violence, whether actual or threatened, destroys the mutual trust which must bind members of the community if they are to be successful in properly uniting humans and horses in a safe environment. LOHR therefore wishes to make clear that it considers acts and threats of violence to constitute serious violations of the organization's policy, because they may undermine the organization's status as a community of safety and acceptance. Particularly heinous is violence against the animals in the organization's care, and violence against the Director/Board/Volunteers which harms or demeans members of the community because of personal characteristics such as race, creed, color, national origin, age, sex, disability, sexual orientation, gender identity, or associational preference.

3 DEFINITIONS.

Terms used in this policy:

- a. "Alleged victim": a person who allegedly has been harmed in violation of this policy.
- b. "Complainant": the person who brings a complaint of violation of this policy, who could be an alleged victim or a third party.
- c. "Volunteer": a person who offers their time and assistance at LOHR who does not receive compensation for their work.
- d. "Respondent": a person who has been accused of violence in a formal complaint.
- e. "Specific and credible allegations": allegations that provide factual details such as, but not limited to, time, place, actions, participants, and witnesses. Allegations do not necessarily have to be based on first-hand observation of events to be "specific and credible," but direct observation normally results in greater specificity and credibility than indirect knowledge.
- f. "Third-party complainant": a person who brings a complaint alleging that someone else has been harmed or demeaned in violation of this policy.

4 SCOPE OF POLICY.

- a. Acts by volunteers, Director, Board of Directors, and visitors to LOHR. This policy covers acts of LOHR community members occurring in one or more of the following circumstances:

(1) on property owned or controlled by LOHR; or

(2) at any location and involving any LOHR Board Members, volunteers or Director, provided that:

(a) the incident occurs at a LOHR-sponsored activity;

(b) the accused or the complainant was acting in an official capacity for LOHR during the incident;

(c) the accused or the complainant was conducting LOHR business during the incident;

(d) the conduct has the purpose or reasonably foreseeable effect of unreasonably interfering with a LOHR volunteer or Director or Board member's protected interests; or

(e) the conduct demonstrates that the individual poses a reasonable threat to the organization's safety and security.

b. Acts by visitors to LOHR: Lucky Orphans Horse Rescue make reasonable efforts to prevent and address harassment of its volunteers, Director, and Board Members by persons conducting business with or visiting LOHR, even though such persons are not directly affiliated with the Lucky Orphans Horse Rescue.

5 PROHIBITED BEHAVIOR.

a. Any one of these acts, when committed under one of the circumstances described in 4 above, will trigger action, including criminal charges as appropriate:

(1) physical assault or abuse;

(2) sexual assault or abuse;

(3) threats with a weapon (display of a weapon accompanied by statements or actions which cause justifiable fear or apprehension);

(4) verbal or other threats of physical or sexual assault;

(5) Stalking as a course of conduct that is directed at a specific person that would cause a reasonable person to feel fear includes but is not limited to:

(a) Non-consensual communication including in-person communication, telephone calls, voice messages, text messages, email messages, social networking site postings, instant messages, postings of pictures or information on web sites, written letters, gifts, ordering goods or services, or any other communications that are undesired and/or place another person in fear;

- (b) Following, pursuing, waiting, or showing up uninvited at a workplace, place of residence, classroom, or other locations frequented by a complainant;
- (c) Monitoring online activities, surveillance and other types of observation, whether by physical proximity or electronic means, attempts to gather information about the complainant;
- (d) Slander & Vandalism, including attacks on data and equipment;
- (e) Direct physical and/or verbal threats against a complainant or a complainant's family, friends, co-workers, and/or classmates including animal abuse;
- (f) Gathering of information about a complainant from family, friends, co-workers, and/or classmates;
- (g) Manipulative and controlling behaviors such as threats to harm oneself, or threats to harm someone close to the complainant;
- (h) Defamation or slander against the complainant, posting false information about the complainant and/or posing as the complainant to post to websites, newsgroups, blogs, or other sites that allow public contributions, encouraging others to harass the complainant;
- (i) Posing as someone other than oneself to initiate transactions, financial credit, loans, or other contractual agreements;
- (j) Arranging to meet complainant under false pretenses.

(6) intentional damage or destruction of public or private property; or

(7) violent conduct prohibited by NY state law

b. Concurrent criminal charges. For purposes of these procedures, a "conviction" includes a guilty plea, jury verdict, judicial decision, or deferred judgment. In the event a convicted volunteer, Director, or Board member files a criminal appeal, the organization will consider the question of criminal guilt to be final only after the matters on appeal have been resolved.

c. Non-criminal misconduct. Regardless of whether criminal charges are filed, volunteers, Director, and board members who commit assaultive or threatening behavior will be subject to disciplinary action when the misconduct was committed under one of the circumstances described in section 4. In those cases where criminal charges filed in connection with the same incident are dismissed in court, the outcome in the criminal proceeding is not dispositive of the question of whether this Policy on Violence was violated in all cases.

6 BRINGING A COMPLAINT.

a. A complaint that this policy has been violated may be brought through informal or formal channels by any member of the LOHR community, including a third party. A complaint must state specific and credible allegations to warrant an investigation. There is no time limit for

bringing a complaint; however, it may be difficult to substantiate the allegations made in a complaint brought after significant time has passed. Therefore, prompt reporting of complaints is strongly encouraged.

b. Substantial weight will be given to the wishes of the alleged victim when determining whether to investigate a complaint, but the organization may investigate a complaint even without the alleged victim's consent if circumstances warrant (such as when there are multiple complaints against the same person or allegations are particularly egregious or against an animal in the care of LOHR).

7 INFORMAL RESOLUTION OF COMPLAINTS.

a. A complaint may be brought informally to the Director or a Board member.

b. The Director or Board member will:

(1) counsel the complainant as to the options available under this policy and, at the complainant's request, will help the complainant resolve the complaint informally; and

(2) take appropriate interim action to address the alleged behavior and protect the health or safety of the alleged victim, complainant, and/or witnesses.

c. When a complaint is brought informally, the person(s) charged in the complaint will not ordinarily be informed of the complaint without the consent of the alleged victim unless circumstances require (such as when there are multiple complaints against the same person or allegations are particularly egregious or violence is directed towards an animal of the care of LOHR). No disciplinary action can be taken against a person charged in an informal complaint, and there will be no record of the complaint in the person's volunteer file, unless the person is notified of the charges and given an opportunity to respond.

d. Any Board Member or Director who becomes aware of specific and credible allegations of violence based on a protected classification (race, creed, color, national origin, age, sex, disability, sexual orientation, or gender identity), whether through the report of a complainant (including a third party) or otherwise, will evaluate the situation and determine an appropriate course of action, even if the alleged victim has requested that no action be taken. If there is a supervisory relationship between the complainant and/or victim and the respondent, the appropriate course of action will include development of a plan to avoid any perceived or actual conflict of interest until the complaint is resolved.

e. Reasonable efforts will be made to process complaints in a timely manner, giving consideration to the nature of the allegations and the circumstances surrounding the complaint process.

f. It is the responsibility of person who facilitates the informal resolution of the complaint to monitor compliance with the terms of the informal resolution. Sanctions up to and including termination of relationship or separation from the organization may be imposed in the event that an individual fails to comply with the terms of the informal resolution.

8 INVESTIGATION OF FORMAL COMPLAINTS.

- a. A formal complaint pursuant to this policy must be brought to one of the following for investigation depending upon the status of the respondent and the nature of the allegations:
- (1) Protected class violence. If the complaint alleges violence based on a classification such as race, creed, color, national origin, age, sex, disability, sexual orientation, gender identity, or any other classification that deprives the person of consideration as an individual, a formal complaint should be filed.
 - (2) Other violence. If the complaint alleges violence that is *not* based on a classification outlined in (1) above, a person should bring a formal complaint to one of the following offices depending on the status of the respondent:
 - (a) Director or Board member
 - (b) Volunteer Supervisor.
- b. A formal complaint may be brought after an informal resolution was not successfully reached, or may be brought immediately without pursuing informal resolution.
- c. The purpose of the investigation is to establish whether there is a reasonable basis for believing that a violation of this policy has occurred. In conducting the investigation, the investigator will make reasonable efforts to interview the alleged victim, the complainant (if other than the alleged victim), and the respondent, and may interview other persons believed to have pertinent factual knowledge, as well as review any relevant documentary evidence. At all times, the person conducting the investigation will take steps to ensure confidentiality to the extent possible.
- d. When a formal complaint is brought, the respondent will be informed of the allegations, the identity of the complainant, and the facts surrounding the allegations. The investigation will afford the respondent an opportunity to respond to the allegations and evidence provided by the complainant and/or alleged victim, and to provide a statement of the facts as perceived by the respondent.
- e. At the conclusion of the investigation, the investigator will issue a written finding which will summarize the evidence gathered and state whether or not there is a reasonable basis for believing that a violation of this policy has occurred. The written finding will normally be issued within 45 days of when the complaint was filed. When it is not reasonably possible to issue the finding within that time, the investigator will notify the alleged victim and the respondent that the finding will be delayed and indicate the reasons for the delay. The alleged victim and the respondent will receive a copy of the written finding, which is to remain confidential. Third-party complainants will be notified only that the proceedings are concluded.

9 PROCESS FOR DISCIPLINARY ACTION.

- a. Violations of this Policy on Violence may lead to disciplinary sanctions up to and including termination of volunteer status or separation from LOHR. Sanctions for violations of this policy should be commensurate with the nature of the violation and the respondent's disciplinary history. Those who violate this policy should bear the consequences of their actions, even if factors such as substance abuse or personal problems contribute to misconduct. When the offense is serious, it is appropriate to consider separation from LOHR even in cases of first offense, and

even when the respondent experiences remorse and/or did not intend to cause the resulting degree of harm.

b. In addition to other disciplinary action, persons who are found to have violated this policy may be required to participate in group counseling or personal therapy sessions, and/or make restitution for economic damages caused by their behavior.

c. It is the responsibility of the Director to monitor compliance with the disciplinary and/or remedial actions imposed. More serious sanctions up to and including termination of relationship with LOHR, may be imposed in the event that the individual fails to comply with the sanctions initially imposed.

10 PROTECTION OF ALLEGED VICTIMS, COMPLAINANTS, AND OTHERS.

a. Alleged victims will be informed of relevant procedural steps taken during the investigation and any interim protective measures taken.

b. Throughout the investigation and resolution of a complaint, reasonable steps will be taken to protect alleged victims, complainants, witnesses, animals, and others from harm associated with the complaint.

c. Retaliation against alleged victims, complainants, and/or witnesses who provide information during an investigation pursuant to this policy is prohibited. Reasonable action will be taken to assure that alleged victims, complainants, and/or witnesses suffer no retaliation as a result of their activities with regard to the process.

d. Steps that may be taken to protect alleged victims, complainants, witnesses, and others from continued violence and/or retaliation might include:

(1) change of shift hours for parties involved

(2) partnering with Shift Supervisor for increased monitoring of behavior

e. The Director, with the approval of the Board, may, at any time during or after an investigation of a violence complaint, suspend or partially restrict from volunteering anyone accused of violence if the Director finds that it is reasonably certain that:

(1) the alleged violence has occurred, and

(2) serious and immediate harm will ensue if the person continues his or her volunteer status.

11 PROTECTION OF THE RESPONDENT.

a. This policy shall not be used to bring knowingly false charges. Bringing such a charge constitutes a violation of this policy, and may subject the complaining party to remedial and/or disciplinary action up to and including termination or separation from LOHR.

b. In the event the allegations are not substantiated, the respondent may consult with the person investigating the complaint to discuss possible steps to address the restoration of the reputation of the respondent.

12 CONFIDENTIALITY.

a. In order to empower LOHR community members to voice concerns and bring complaints, the confidentiality of all parties will be protected to the greatest extent possible. However, legal obligations may require the organization to take some action once it is made aware that violence has occurred, even when the alleged victim is reluctant to proceed.

b. The parties to a complaint (alleged victims, third-party complainants, and respondents) and witnesses who provide information during an investigation are expected to maintain confidentiality as well, in order to protect the integrity of the investigation and the confidentiality interests of the parties.

c. Dissemination of documents relating to a complaint and/or investigation, other than as necessary to pursue an appeal or grievance or as part of another legal or administrative proceeding, is prohibited.

13 NOTIFICATION.

a. The Director is responsible for informing all Shift Supervisors of this LOHR Policy on Violence, who is then in turn responsible for informing all volunteers. The policy will be available for review in the Director's office.

Lucky Orphans Horse Rescue

Confidentiality Agreement

PLEDGE OF CONFIDENTIALITY

This is to certify that I, _____, as a volunteer or Board member of Lucky Orphans Horse Rescue, understand that any information (written, verbal or other form) obtained during the performance of my duties must remain confidential. This includes all information about members, clients, families, employees and other associate organizations, as well as any other information otherwise marked or known to be confidential.

I understand that any unauthorized release or carelessness in the handling of this confidential information is considered a breach of the duty to maintain confidentiality.

I further understand that any breach of the duty to maintain confidentiality could be grounds for immediate dismissal and/or possible liability in any legal action arising from such breach.

Signature of Board Member/Volunteer

Date

Signature of Staff Witness

Lucky Orphans Horse Rescue
2699 Route 22
Dover Plains, NY 12522
(845) 416-8583
www.LuckyOrphansHorseRescue.org

Volunteer Contract

Thank you for your support of Lucky Orphans Horse Rescue. The donation of your time is valuable to us, and shall be treated as such by us, you and other volunteers. Please review and sign the attached contract: I, (volunteer) _____ agree to the following:

- I agree that as a volunteer of LOHR, I am strictly donating my time. I am not expecting or receiving any monetary or other form of compensation
- I agree that as a volunteer, LOHR will not provide me with any medical insurance. It is further understood that LOHR will not pay for any medical expenses I may incur. I am not covered by Worker's Compensation or other employee benefits. I have also signed a liability release releasing LOHR from any and all injury while volunteering. I understand working with and around horses is dangerous, and I agree NOT to hold LOHR liable or responsible for any injury, loss, or damages due to horses or other cause while volunteering.
- I understand that riding the rescued horses is not guaranteed. I am not volunteering for the opportunity to just ride for free. Although these opportunities may present themselves, that is not my mission.
- I understand LOHR can and will suspend me from my volunteer position at any time, for any reason. I understand I also can resign from my volunteer position at any time.
- I understand I may attend trainings on and off site to better my volunteer role, and personal equine skills. It is up to me to attend trainings on my own schedule.
- This contract in no way serves as a contract of employment.
- I agree I am responsible for my surroundings, the horses and equipment. When I'm done with my area and horse, no evidence of me should be left behind. I will: sweep the crosstie area, and pick up any manure. Sponge or hose off my project horse as needed. Make sure there are NO sweat marks anywhere. Make sure wherever I put my project horse is clean, and the horse has hay and water. CLEAN my bit, saddle, wraps, bridle. Put everything away.
- My project horse's health, safety and wellbeing will come before my own. I will never leave a horse unattended for any reason. I will Plan ahead. I will get my tack and equipment ready before a horse is on the crossties.
- I will be helpful and courteous
- I will adhere to all other stable rules.

- I will never be rude or disrespectful to horses or other volunteers
- I will maintain a reliable schedule and will contact LOHR when I cannot make my shift.

Thank you for your continued support and thank you for adhering to each of these rules.

Volunteer Signature, Print and Date _____
 Parent Signature, Print and Date _____
 LOHR Signature, Print and Date _____

As a volunteer of LOHR, I agree to the following code of conduct:

- I agree to fully uphold confidentiality. I will keep the horses off my personal social media unless it is a positive perception. I understand that each of the horses at LOHR is at a certain level of rehabilitation and care. The horses are to be treated as patients in a nursing home, and their privacy is to be respected. I will preserve the confidentiality of the horses, other volunteers, information and the organization. If I disagree with something, I will speak to a supervisor ONLY. If my concerns cannot be rectified, and I decide to resign, I will still respect all confidentiality.
 - I will adhere to and respect LOHR guidelines, policies and rule.
 - I will behave in a respectful, ethical way. If I cannot do something, I will ask for direction, before I make a mistake. These horses have endured enough, and deserve the best possible care from me.
 - I will complete my chores as I am entrusted to do so.
 - I will cooperate with other volunteers.
 - I will respect the shift leader despite their age.
 - I will refrain from any inappropriate behavior while onsite. I will also refrain from inappropriate behavior off site, especially if wearing LOHR clothing. Any action I conduct will be seen as a reflection of LOHR.
 - I will keep my hands to myself. Abuse is considered abuse no matter what. I will not hit another volunteer, or animal on the farm. If I am caught in any physical or abusive act with another person or animal, I will be liable for any and all consequences.
 - I will be prompt about reporting any unsafe condition, accidents, concerns or uncomfortable situations to a supervisor. I will not participate in ANY slanderous conversations and will report these immediately.
 - I sought out to volunteer at LOHR, and will treat my time here as a positive life decision, not a tedious obligation.

I hereby agree I read and understand my agreements.

Name _____ Signature _____ Date _____
 LOHR Supervisor _____ Signature _____ Date _____



LOHR

Lucky Orphans Horse Rescue
2699 Route 22
Dover Plains, NY 12522

I, _____ hereby agree to the following:

1. I agree to forever **HOLD HARMLESS** and **INDEMNIFY** Lucky Orphans Horse Rescue, Inc., their Board members, officers, directors, shareholders, employees, agents, and independent contractors, (hereinafter collectively the “Released Parties”) against, and further **RELEASE** them from, any liability or responsibility for accident, damage, injury, illness, claims, demands, actions, and any causes of action whatsoever, to myself, my family, the horse(s) or any other of our property or to any guest accompanying me on any property owned or leased by the Corporation (hereinafter referred to as the “Farm”).
2. Notwithstanding (i) any limitation in the capitalization of the Corporations, (ii) any domination and/or use for personal purposes of the Corporations by their principal shareholders, and (iii) any other abuse of the corporate form, I will never attempt pierce the Corporations’ corporate veil. Under no circumstances will I attempt to hold the officers, directors, or shareholders of the Corporations liable for any claims I may have against the Corporation.
3. My family and I acknowledge the inherent risks to ourselves or to anyone else on the Farm at our invitation from using, riding or being in close proximity to horses, including serious bodily injury and/or death caused by falling, being thrown off, kicked, bit or struck. I acknowledge that being around horses is dangerous, and that horses can act unpredictably.
4. I forever **COVENANT NOT TO SUE** and further agree not to bring any action whatsoever against the Release Parties related directly or indirectly to our equine or any other activities on the Farm, including but not limited to any activities involving property, vehicles or equipment owned or leased by the Released Parties.
5. I hereby forever **RELEASE** and **DISCHARGE** the Released Parties from any and all liabilities, claims, demands, or causes of action that my family or I may hereafter have for any injuries and damages to myself, my family, the horse(s) or other property that are in any way related to my equestrian activities or any other activities involving the Released Parties’ property or equipment.
6. My family and I understand that horseback riding is a recreational activity. While on the Farm, I will: (1) exercise the utmost caution when handling or riding any horse, and (2) obey all barn rules. My family and I understand and agree that the Released Parties do not (1) extend any assurance that the Farm is safe for horseback riding or (2) owe a duty of care toward me, my family, or anyone else on the Farm at my invitation, or (3) assume responsibility or incur liability for any injury to person or property caused by anyone horseback riding or doing anything else at the Farm.
8. My family and I understand being on the Farm does not give us permission to enter areas of the Farm other than the barn and indoor and outdoor riding rings, and that entry thereon will be at our own risk. I understand

and agree that the Corporations operate a working farm as defined in laws of the State of New York, and I agree that the Released Parties owe me and my family and me no duty to keep any areas of the Farm safe for entry or use, nor to warn us of hazardous conditions.

9. I agree to **INDEMNIFY** and to defend, pay the legal expenses, and **HOLD HARMLESS** the Released Parties from any damage, loss, or injury to any third party which may result directly or indirectly from myself, my family, or the horse(s).

This **RELEASE** of liability and **DISCHARGE** from duty includes a release from liability for conduct, actions, and activities that I do not foresee or anticipate at this time. This indemnification for and release from liability and discharge from duty is intended to be as full and complete an indemnification, release, and discharge as is possible to make under New York law and is intended to be binding upon not only myself, but also my heirs, my estate, and my next of kin. This agreement is governed by the laws of the state of New York and is completely several: if one part of this agreement is found to be unenforceable, the remainder shall remain in full force and effect.

Signature Date

Signature of Parent or Guardian if 18 or under

Print Name and Address

I hereby consent to authorize Lucky Orphans Horse Rescue to use any and all photographs and any other audio/visual materials of me, my son or daughter or others in my care for promotional printed material, educational activities or for any other benefit of the organization.

Date: _____ Signature: _____

Print: _____

3. EFFECTIVENESS

_____ Welcomes opportunities to learn information or procedures that will make work more effective

_____ Follows through on assigned chores and tasks

_____ Willing to ask questions when in doubt

_____ Communicates all pertinent facts regarding care of horses and grounds

Comments: _____

Benefits to LOHR from working with this volunteer are: _____

Benefits to program from this volunteer's skills, experience and knowledge are: _____

Additional Comments: _____

Signature of Supervisor: _____ Date: _____

Signature of Volunteer: _____ Date: _____

What additional "tools" would make your volunteer hours more effective and/or pleasant?

What are some suggestions or goals you would offer to improve LOHR?

How could LOHR improve its volunteer structure and/or relationships with others at the barn?

Additional Comments:

Signature of Volunteer: _____

Date: _____

Signature of Supervisor: _____

Date: _____