# Clinic for the Rehabilitation of Wildlife
## Student Program Handbook

### Table of Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Welcome, Message from Executive Director</td>
<td>1</td>
</tr>
<tr>
<td>Message from Hospital Director</td>
<td>2</td>
</tr>
<tr>
<td>General CROW Information</td>
<td>3</td>
</tr>
<tr>
<td>History of CROW</td>
<td>4</td>
</tr>
<tr>
<td>Philosophy and Expectations of Student Program</td>
<td>5</td>
</tr>
<tr>
<td>Pre-Arrival Information</td>
<td>6-7</td>
</tr>
<tr>
<td>Where We Are, Weather</td>
<td>8-9</td>
</tr>
<tr>
<td>Student Program</td>
<td>10-11</td>
</tr>
<tr>
<td>Days Off &amp; Activities</td>
<td>12</td>
</tr>
<tr>
<td>Policies and Procedures</td>
<td>13-15</td>
</tr>
<tr>
<td>CROW Facilities &amp; Map</td>
<td>16</td>
</tr>
<tr>
<td>Student Housing</td>
<td>17-19</td>
</tr>
<tr>
<td>Appendix A: Student Departure/Housing Check List</td>
<td>20</td>
</tr>
<tr>
<td>Appendix B: Student Program Driver’s Waiver</td>
<td>21</td>
</tr>
<tr>
<td>Appendix C: General Facts and Frequently Asked Questions</td>
<td>22-23</td>
</tr>
<tr>
<td>Appendix D: CROW Organizational Chart</td>
<td>24</td>
</tr>
<tr>
<td>Appendix E: US Fish &amp; Wildlife Conservation Commission - Rules Relating to Non-Native Species</td>
<td>25-26</td>
</tr>
<tr>
<td>Appendix F: Compassion Fatigue Information/Resources</td>
<td>27-29</td>
</tr>
<tr>
<td>Appendix G: Important Contact Information</td>
<td>30</td>
</tr>
</tbody>
</table>
Welcome

The Clinic for the Care and Rehabilitation of Wildlife (CROW) would like welcome you to our student program. During your stay here, you will take an active role in the process of providing care, rehabilitation and ultimately release of some of the over 200 animal species we care for annually. As you care for wildlife patients, you will study the most recent approaches to veterinary medicine. You will be working with experienced staff veterinarians and specialists, along with other students and volunteers to help us achieve our mission:

*Saving Wildlife through Care, Education, and Collaboration*

This handbook is designed to provide students with a guide to CROW’s student program. Each area of patient care has varied procedures and policies, which will be explained to you as you are trained in these positions. The Student Program Handbook’s intent is to provide an overview of how CROW operates, to clarify our policies, processes and procedures, and to give you some helpful information for your stay here. Please read this handbook carefully and keep it available for future reference.

If you have any questions regarding the information presented in this handbook, please contact the Student Program Coordinator.

We look forward to a mutually beneficial relationship!

Message to Students

As Executive Director, I would like to take this opportunity to welcome you to CROW! We are excited to have you become a member of the dedicated CROW team made up of staff, volunteers and students. All of us work together to support our mission of saving wildlife through state-of-the-art veterinary care, research, education and conservation medicine.

Thank you for choosing to share your talents, experiences, and time at our renowned Wildlife Rehabilitation Center. Enjoy your stay!

Dr. Linda Estep
Executive Director

*Dr. Linda Estep works collaboratively with the board, staff, students, volunteers and community to support and promote CROW’s mission. Her duties include supervising staff, overseeing the overall operation of the organization, working to promote best practices for the Visitor Education Center and Clinic, implementing the strategic plan and building communication and teamwork throughout the organization. She brings vast experience in organizational management as well as a strong commitment to CROW extending back 15 years as a volunteer. She earned her Doctor of Education-Educational Administration degree from Pennsylvania State University and had a successful career in the Central York School District. She retired as Superintendent in 2008 after serving ten years in that position.*
Message from the Hospital Director

Dear Student,

Welcome to CROW. Your help is an integral part of CROW accomplishing the goals that we have set for ourselves in conservation and wildlife medicine. We feel CROW has a growing responsibility and commitment to the one world, one health concept, which emphasizes a cooperative approach to the interrelated health of animals, people, and the ecosystem. We focus our efforts in 3 main areas: care of ill, injured, and orphaned wildlife in our hospital; clinical research into problems that may affect wildlife or have an impact on conservation medicine; and education of students like you as well as the general public. Your input may be valuable in many ways and we appreciate any help that you might give us based on your skills, interests and the needs of CROW.

As Hospital Director, I welcome your questions and feedback at any time. I have been working to advance zoologic medicine and teaching students for 20 years, but I always strive to improve. With your help, I believe we can make a difference. Please let me know what we can do to make your educational experience the best that it can be.

Sincerely,

Heather W. Barron, DVM, DABVP
Hospital Director, CROW
Licensed Florida Rehabilitator

Dr. Heather Wilson Barron oversees patient care, student teaching, and wildlife research. Dr. Barron was recently the Department Head of Veterinary Clinical Sciences and a Professor of Exotic Animal Medicine at St. Matthew’s University, School of Veterinary Medicine in Grand Cayman. She provided medical and surgical care for resident and free-ranging Caribbean turtles as medical director for The Cayman Turtle Farm.

Dr. Barron is one of 200 ABVP boarded certified specialists in avian medicine and is past president of the Association of Avian Veterinarians. In 2005, she received the Young Achiever Award from the Georgia Veterinary Medical Association for her efforts in establishing the Wildlife Treatment Center at the University of Georgia. In 2012, Dr. Barron moved from Cayman Islands to the Fort Myers area with her family.
Mission Statement
The Clinic for the Rehabilitation of Wildlife (CROW) is a teaching hospital and visitor center dedicated to saving wildlife through state-of-the-art veterinary care, research, education and conservation medicine.

Slogan
Saving Wildlife Through Care, Education, and Collaboration

Who We Are
CROW operates a veterinary hospital and rehabilitation center, conducts clinical research, holds educational and outreach programs and educates the public at our hospital and visitor education center on a 12.5-acre campus on Sanibel Island, Florida.

The organization’s primary mission is the rescue, care, rehabilitation and eventual release back to the wild of sick, injured and orphaned wildlife. The hospital is not a public facility like a zoo, wildlife park or animal display facility. As such, our animals are not out for exhibit. Care is taken to enable the animals to become “wild” again after treatment, so human contact is kept to a minimum.

Conservation medicine is a relatively new field that uses an interdisciplinary approach to study the relationship between ecological, human and animal health. As one of the world’s leading wildlife rehabilitation centers, CROW has a responsibility to use the knowledge gained in its hospital to advance wildlife medicine and the “one world, one health” concept. CROW is striving to put the information gained from seeing such a large and diverse patient load to good use by improving the health of the environment, humans, and our pets, through a better knowledge of wildlife health. CROW works cooperatively with a number of scientists and doctors at local, state and national institutions to reach this goal. Furthermore, our clinical research improves the medical and surgical care of wildlife here at CROW, while advancing wildlife medicine throughout the world. All of our research is benevolent “clinical” research, meaning we are collecting information in the normal course of diagnosis and treatment. No animals are harmed in the name of research at CROW.

Inherent in our mission is the education of adults and children, encouraging them to live a peaceful coexistence with their wild neighbors. We provide the public an opportunity to learn about our mission, what we do, and ways they can contribute through the visitor education center. We have several “critter cams” on-site that feed into the visitor education center to help the public see what is going on. Additionally, we have several animal ambassadors (patients that cannot be released due to injury) that we use in presentations occasionally in the visitor education center or at special events.

Incorporation/Operation
The organization incorporated as a 501(c)(3) nonprofit in 1972. A board of directors gives oversight on strategic and budgetary planning and a paid staff performs and is charge of the day to day operations. Students, interns, fellows and volunteers are integral in this aspect.

CROW receives no federal, state or local funding. Our funds come from memberships, private donations, grants, gift shop profits, the educational programs we offer, fundraising events and foundation support.

Patients
CROW provides services for sick, injured and orphaned wildlife throughout Lee County and sometimes beyond. Animals are brought in by people who find and rescue them, through volunteers we send out to rescue them and/or they are picked up by volunteers at our drop-off facilities located throughout Lee County.
History of CROW

In 1968, Sanibel Island resident Shirley Walter came across a royal tern injured by a car. Finding no local services that could offer treatment, Walter carried the bird home. She shared the story with friends, and before long, a group of volunteers came together to form CROW. Five hundred distress calls came in that first year alone, many answered by the late veterinarian, Dr. Phyllis Douglass.


By the late 1970s, plans were made to relocate to 10 acres of Sawbridge family property on Sanibel Captiva Road. CROW's move to a new clinic building and staff apartments began in 1981, and demand for services led to the start of the Volunteer Emergency Rescue & Transport (VERT) program in 1985. The late 1980s saw more exciting growth, with the launch of the student extern program, the hiring of the organizations first staff veterinarian and the installation of x-ray and surgical equipment.

CROW continued to expand its facilities in 1992, building the original Robert E. Schneider Education Pavilion. New daily educational programs were also put in place in the early part of the decade. A comprehensive veterinary internship program began accepting students in 1996, followed by CROW’s popular student fellowship program in 1998.

In 2004, just as CROW kicked off its Commitment to Compassion capital campaign, Hurricane Charley devastated Sanibel Island. The student housing facilities were destroyed, but the organization quickly bounced back thanks to generous CROW friends who opened their homes to students.

In 2006, the new 3,700-square-foot George E. Batchelor Student Housing Complex, with three fully-furnished apartments, began welcoming residents. These suite apartments can house up to eleven people at a time.

In 2009 CROW celebrated its 40th anniversary with the opening of a new 4,800-square-foot veterinary hospital and the 4,800-square-foot Visitor Education Center. The education facility serves as a venue for innovative visitor displays, interactive exhibits, live patient videos, wildlife presentations and special events. Proceeds from an on-site gift store benefit patient care. Nearby, the state-of-the-art hospital includes diet preparation areas, a laundry room, reptile room, pediatric ward and surgery room with a viewing window.

In addition to treating over 4,000 patients, CROW unveiled renovated sea turtle facilities in 2010, and announced several new ventures to more effectively share news and success stories with supporters. A new e-newsletter and website that more fully highlight the range of educational programs and services offered were launched. CROW also implemented wildlife partnerships to better educate the public about saving wildlife through compassion, care and education.

In 2013 CROW received recognition and first place distinction from the EPA’s Gulf of Mexico Program. CROW won the award for its role in protecting and caring for wildlife native to the Gulf region and toward achieving and preserving health and resilient coasts in the states bordering the Gulf of Mexico.

Today, CROW continues to grow- expanding its research and conservations programs, and initiating and participating in wildlife educational campaigns.
Philosophy of the Student Program

The general purposes of the student program are:

• To educate students in the proper techniques of wildlife rescue, recovery and release.
• To inform students of conservation medicine and the importance of wildlife medicine in the One World, One Health concept.
• To assist the staff in the everyday operation of CROW.
• To assist CROW with its public outreach and education programs.

Students must be a minimum of 18 years of age. Programs are designed to augment the educational pursuits of natural science, veterinary medicine, and veterinary technician students. All positions require an application with letter of intent, resume, school transcripts and professional references. Training is “on the job”.

Expectations

Student Expectations and Duties….

• Student will work at least 5 days out of the week. Students routinely work 40 to 60 hours per week.
• Honesty and openness with staff regarding individual intent, goals, needs and skills, so that a good rapport is possible and student gets the best educational opportunity.
• A serious, professional commitment which views the position as valid and important.
• The same level of attention and effort to routine husbandry, such as cleaning and feeding, as the student gives to medical/surgical care.
• Initiative and proactively helping staff provide patients with needed care and facilities with necessary maintenance.
• Awareness and abidance of the policies and procedures of CROW.
• Promptness and reliability in reporting for work.
• Dress in an appropriate and professional manner for the position assigned.
• Give accurate information to the public and respect the confidentiality of CROW.
• Respect the wild nature of our patients and make every effort to give them privacy and a calm, quiet environment in which to heal.

What you can expect of us:

• A positive experience
  - Support and effort of CROW to make your experience educational, satisfying and rewarding.
  - Opportunities to expand your knowledge and skills and in a variety of wildlife care and rehabilitation areas.
  - A fair and safe work environment
• Non-discrimination in recruitment, selection, training, rewards or duties assigned, regardless of race, religion, national origin, age (over 18 required), gender, marital status, or handicap, providing it does not prevent performance of the assigned work.
• Orientation and training for the safe and successful performance of duties.
• Support from the Hospital Director to resolve conflicts between you and a staff member, volunteer or other student.
• Courteous treatment by CROW employees.
Pre-arrival
How do I get to CROW?
- **Flying** – Fly into Southwest Florida International Airport in Fort Myers. We recommend that you make a reservation with Island Taxi ahead of time pick you up at 239-472-4888. The ride is billed to CROW at a reduced rate, however you will be required to prepay CROW if you plan to use this means of getting here. You should still tip the driver. **Please discuss this with the Student Coordinator before you arrive.**
- **Driving** – Check online or use your GPS. Physical address is 3883 Sanibel Captiva Road, Sanibel, FL 33957. You will have to pay a $6.00 toll to get on the causeway to the island. We advise you to stop at a grocery store before you come across the causeway and pick up food items that you might need initially and for at least a couple of days. It is much cheaper off-island than on-island.

When should I arrive at CROW?
In order to guarantee that you are ready to go on your first day, your arrival date must be **at least one day prior** to your start date, and prior to 5:00 pm, so that you have time to receive an orientation, fill out necessary paperwork and move into your room.

Suggested items to bring
The following list is to be used as a guideline as to what to bring with you. You may not need everything on the list, and there may be things not mentioned that you would like to bring. If you are unsure about an item, please contact the Student Program Coordinator.

- Identification, Insurance Cards
- Prescription Drugs
- Money or credit cards for food, spending
- Cell Phone and Computer (laptop)
- Alarm clock/clock radio
- Sheets (Twin XL)
- Pillow(s) and pillowcases
- Blanket(s)
- Towels – shower and beach
- Flashlight
- Small personal fan for bedroom
- Refillable Water Bottle
- Toiletries & Sunblock
- Clothing (see below)

**Items you MAY NOT Bring:**
- Candles/incense
- Air conditioners or space heaters
- Halogen lights or High intensity light bulbs
- Alcohol & Alcohol Containers
- Hookah/Pipes/Inflammables (any open flame devices)
- Non prescription drugs/drug paraphernalia
- Expensive Jewelry
- Guns, Weapons (of any sort), or Ammunition

Clothing
When packing clothing, students should keep in mind the weather and conditions that they will be working in. Florida, especially in the summer, is very hot and humid. Standard working attire is CROW scrub tops (5 sage green tops are provided) and khaki or navy knee-length shorts, khaki or navy pants (no jeans), or any color scrub bottoms, along with closed-toe shoes. Shorts and pants get especially dirty and usually end up with quite a few bleach stains. We recommend bringing at least two pairs of shoes (since one will most likely be getting wet) and enough socks so that you can change them mid day if necessary.

A bathrobe and slippers or shower shoes comes in handy, as does a light jacket or sweatshirt for cool evenings in the winter and a raincoat, rain boots and umbrella in the rainy season.

Refer to the Dress Code section and the Sanibel Island information section in this handbook for information that will help you decide what to bring. Some months are much more hot and some are much more rainy than others. Don’t forget flip flops and a swimsuit for days off!
Forms, Waivers, Immunizations & Fees
After acceptance and prior to starting, students must have signed and submitted the following forms: Acceptance letter, Letter of Commitment, Acknowledgement & Release, Non-disclosure, Code of Conduct & Standards of Dress, Use of Electronics, Photo Policies, Social Media Policies, Zoonotic Disease and Housing Rules forms.

Immunizations required are up to date/current tetanus and the rabies pre-exposure series. **We must receive proof of these at least 90 days prior to starting.**

FEES
Please refer to your acceptance packet for fees required, as they do change from time to time. In general:

- Non-refundable deposit ($100) is due back with your acceptance documents. This amount will be credited towards the fees below.
- Non-refundable Program Fee ($125.00) includes administrative fee and the cost for five scrub tops that you are required to wear as part of your uniform. *Note: Students that live off-site have a different fee structure – see your acceptance documents.*
- Non-refundable Housing Fee ($75 a week)

Compensation
The 6-month Fellowship currently provides a biweekly stipend of $150 (gross) which includes 3 paid “PTO” (paid time off) days off during the 6-month program. Fellows receive free housing.

CROW Online
Check our website ([www.crowclinic.org](http://www.crowclinic.org)) and Facebook ([CROW Clinic](https://www.facebook.com/crowclinic)) often for any new happenings and to familiarize yourself with CROW in general. Sign up for our monthly newsletter by following the link at the bottom of our website.

Additionally, as you time at CROW gets closer, please familiarize yourself with CROW's Hospital Protocols and Procedures manual. Request a copy from the Student Program Coordinator.
Sanibel is a city in Lee County, Florida, United States, on Sanibel Island, which is on the Gulf coast of Southwest Florida. It is linked to the mainland by the Sanibel causeway. Sanibel is a popular tourist destination known for its shell beaches and wildlife refuges. It boasts “15 miles of beaches, 22 miles of bike paths, 50 kinds of fish, 230 kinds of birds, 250 kinds of shells and 0 traffic lights.”

CROW is located at the near the west end of the island, directly across from Sanibel School and just a couple blocks and across the street from the J.N. “Ding” Darling National Wildlife Refuge.
More than half of Sanibel Island is made up of wildlife refuges, the largest being J.N. "Ding" Darling National Wildlife Refuge. Visitors to the refuge can walk, bike, drive, or kayak though the wildlife drive which takes you through five miles (8 km) of mangrove tree forests and tidal flats.

Sanibel beaches attract visitors from all around the world, partly because of the large quantities of seashells that frequently wash up there. There are beaches almost all around the island. There are even beaches along the Sanibel causeway, and these are great for fishing and windsurfing. However, beach parking on Sanibel itself is very limited, and in high season finding a convenient parking space can be a challenge. Lighthouse Beach is named after the famous Sanibel Lighthouse, which includes a popular fishing pier and nature trails. The most secluded beach on the island is Bowman's Beach; there are no hotels in sight and the beach has a "pristine and quiet" atmosphere. Bowman’s Beach is just a short distance from CROW.

The island's most famous landmark, the Sanibel Lighthouse, is located at the eastern end of the island, adjacent to the fishing pier. The main thoroughfare, Periwinkle Way, is where the majority of stores and restaurants are located, while the Gulf Drives (East, Middle and West) play host to most of the accommodations.

Weather

Sanibel Island has a climate that is "subtropical and humid" with daily high temperatures ranging from 75 °F (16 °C) in midwinter to around 90 °F (32.2 °C) in the summer. The months of January through April (peak tourist season on the island) have the coolest temperatures, ranging from 75 °F (24 °C) during the day to a cool 55 °F (13 °C) at night, and there is very little rainfall on the island during those months. The summer heat and humidity on the island, which has been recorded as high as 100 °F (38 °C), is cooled by the ocean sea breezes from the Gulf of Mexico, and by almost daily afternoon and evening rain showers, which are responsible for much of the island’s rainfall. June is when the Island gets most of its rainfall. The area is prone to being hit by tropical cyclones and hurricanes; the hurricane season starts in June, but most of the activity occurs in September and October. Power outages are common on Sanibel, especially during the hurricane season.

<table>
<thead>
<tr>
<th>Month</th>
<th>Average F° High – low</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>January</td>
<td>75 – 54</td>
<td>Coolest Month - High season for visitors – most crowded</td>
</tr>
<tr>
<td>February</td>
<td>77 – 56</td>
<td>High season for visitors – most crowded</td>
</tr>
<tr>
<td>March</td>
<td>80 – 59</td>
<td>High season for visitors – most crowded</td>
</tr>
<tr>
<td>April</td>
<td>85 – 63</td>
<td>High season for visitors – most crowded</td>
</tr>
<tr>
<td>May</td>
<td>89 – 69</td>
<td>“No see um” bugs generally arrive</td>
</tr>
<tr>
<td>June</td>
<td>92 – 74</td>
<td>Rainy -Hurricane season starts</td>
</tr>
<tr>
<td>July</td>
<td>92 – 75</td>
<td>Rainy /humid</td>
</tr>
<tr>
<td>August</td>
<td>92 – 75</td>
<td>Rainy / humid- most precipitation</td>
</tr>
<tr>
<td>September</td>
<td>91 – 74</td>
<td>Rainy/humid</td>
</tr>
<tr>
<td>October</td>
<td>87 – 69</td>
<td>“No see um” bugs generally depart</td>
</tr>
<tr>
<td>November</td>
<td>81 – 62</td>
<td></td>
</tr>
<tr>
<td>December</td>
<td>77 - 56</td>
<td></td>
</tr>
</tbody>
</table>
Student Program

General
Each year CROW accepts veterinary and pre-veterinary students from all over the world. **Who are our students?**

- **Externs**: (Approx 35 students/yr based upon housing availability) 6 week – 24 week terms (this may vary at the discretion of the hospital director). Anyone with an interest in wildlife and conservation medicine and rehabilitation, especially students that are in or applying to vet or vet tech school. Also undergraduates with an interest in natural or biological sciences.
- **Fellows**: (6) 6-month term. Students that are pursuing a career in wildlife rehabilitation or applying to vet school.
- **Interns**: (2) 1-year term for fully qualified veterinarians. Once graduated, DVMs may pursue specialized training in wildlife and conservation medicine. The first step on the path to board certification is to complete a year-long internship.

Commitment
Students are very important members of our team. We expect our students to honor their commitment in full. **The work of any wildlife hospital and rehabilitation center is labor intensive.** We depend on students for many, many functions. Few jobs are glamorous but all tasks are vitally necessary for the successful release of patients back into the wild.

What do students learn while at CROW?
CROW’s hospital facility operates as a teaching hospital where students learn all aspects of conservation and wildlife medicine and rehabilitation. The hospital is open for patient admissions every day from 8:00am – 5:00pm, 365 days per year.

- Evidence-based medicine is used and taught to treat a variety of illnesses and injuries.
- Students cycle through all areas of the hospital on a regular basis. They will work with Dr. Barron, a boarded certified specialist veterinarian, with two decades of experience in teaching special species and wildlife medicine (formerly at the University of GA, College of Veterinary Medicine and also St. Matthew’s University, School of Veterinary Medicine); two veterinary interns, two certified veterinary technicians, and several very experienced and/or licensed wildlife and sea turtle rehabilitators.
- Case-based rounds are held on Monday, Wednesday and Friday from 8:00am – 9:00am, and didactic/journal club rounds are held on Tuesdays and Thursdays during lunch.

Student’s programs are tailored to their individual interests and capabilities. For example, a senior veterinary student may be given more responsibility in examining patients, interpreting diagnostic tests, and coming up with treatment regimes. They may also be invited to perform surgery under the direct supervision of the veterinarians.

What duties do students perform while at CROW?
Generally, each extern and fellowship category performs the same duties, however, more emphasis is placed on rehabilitation with the undergraduate and fellowship students, and more emphasis on clinical procedures with the veterinary technician and veterinary medicine students.
Undergraduate and Fellowship Students - participate in daily hospital and rehabilitation center activities with a focus on care of orphans and general husbandry. Daily activities include observation, handling, restraint, and physical examination of various wildlife species, nutritional management for wildlife patients, feeding and care of orphaned babies, maintenance and cleanliness of outdoor enclosures and hospital cages with emphasis on stress reduction, disease control and enrichment. They also participate in ongoing clinical research and give Education Center presentations to the public. They participate in weekly didactic and case rounds. Dependent on case load, they may observe physical exams and concurrent diagnostics, observe wildlife anesthesia and surgery, and take first responder calls and admit patients. They may participate with the rescue and release of various species as available.

Veterinary Technician and Veterinary Medicine Students - participate in daily hospital and rehabilitation center activities with a focus on providing medical treatments and care to patients in critical care. Daily activities include giving all the medical treatments to patients, caring for neonatal wildlife (including assisted alimentation), surgery, administering anesthesia, learning to do venipuncture in a variety of species, giving parenteral and oral medications and fluids, admitting emergent wildlife patients and performing physical exams, taking (or reading) radiographs and reading cytology slides, learning routine husbandry, rescuing and releasing wildlife as available. They participate in ongoing clinical research and give Education Center presentations to the public. They participate in weekly didactic and case rounds. They also help with feeding, cleaning, environmental enrichment, and patient welfare. Veterinary students in their final year of veterinary school will get primary case responsibility and may also perform surgical procedures.

Presentations in the Visitor Education Center
Students are required to give at least one lecture on a conservation medicine or wildlife rehabilitation issue in CROW’s Visitor Education Center. Prior attendance at a presentation and coaching from our Education Program Coordinator is required. Copies of the schedule of presenters for the month are posted in housing and in the hospital.

Events and Educational Programming
Students are invited to participate in events and programs that promote awareness of CROW and/or help us with raising funds. This participation is usually not mandatory, but students often feel it is a “fun” way to help CROW if their work schedule allows. Events include the Fourth of July Parade, community fair information tables (throughout the year), “Ding Days”, Taste of the Islands event, etc.
**Caseload**
CROW treats approximately 4,000 wildlife patients a year, representing over 200 species. The majority of our patients are birds, with mammals and reptiles making up the balance. There are special seasons for certain animals, so depending on the student’s time here, and in addition to the normal caseload, this is generally what to expect:

<table>
<thead>
<tr>
<th>All Year</th>
<th>Raccoons</th>
</tr>
</thead>
<tbody>
<tr>
<td>High Season (January – May/June)</td>
<td>Sharp rise in monofilament line cases in birds and other sea life</td>
</tr>
<tr>
<td></td>
<td>Gopher Tortoise injuries</td>
</tr>
<tr>
<td>Spring (February –April/May)</td>
<td>Baby Birds</td>
</tr>
<tr>
<td>Summer (April/May – July)</td>
<td>Possums</td>
</tr>
<tr>
<td>Summer &amp; Fall (May – October)</td>
<td>Sea Turtles</td>
</tr>
</tbody>
</table>

**Days Off and Activities**
Days off are student’s personal time and may be spent how they like. Many times students get together for an outing to the beach, restaurants or shopping. Often they car pool (if someone has their vehicle), or they bicycle. CROW provides a number of bicycles (courtesy of Billie’s Bike Rentals) that students may use to get around the island.

There are many nature oriented facilities and activities on Sanibel. Bike paths line most major roads, with easy access to beaches, kayaking and birding. The island’s main shopping district, with a public library, post office, movie theater, restaurants and stores, is approximately 3 miles from CROW.

We recommend you visit the Sanibel Island and Captiva Island Chamber of Commerce online (www.sanibel-captiva.org) for additional resources and brochures detailing beaches, trails and activities.

The Sanibel Recreation Center is directly across the street from CROW. It is a public facility which has a swimming pool, lighted tennis courts, a weight room and gym. Students are allowed to join the center at resident rate, providing they bring a letter with them from CROW. The Student Program Coordinator will provide this if you are interested.

Several of CROW’s wildlife partners offer activities for students as a courtesy or at a discounted rate. These activities may include kayaking, guided boat tours, museum and movie tickets, etc. The Student Coordinator and/or the Wildlife Care & Training Intern will have a list of the activities available to you.
Policies and Procedures

CROW is a nonprofit organization committed to saving lives through compassion, care and education. Participation in CROW’s student program is subject to the observance of our organization’s rules and procedures.

At Will

Becoming a student at CROW in no way creates an employment relationship, unless you are accepted as an intern or fellowship student. Externship students are not entitled to a salary, retirement, or any other benefits provided to CROW employees. Externs are not covered by worker’s compensation.

Public Interface

As a student, you are a representative of CROW. It is important that you understand and support CROW’s mission and policies and maintain a courteous, supportive attitude when discussing or explaining CROW to the public. Questions from media sources are to be handled solely by the Marketing or Executive Director.

Non-Disclosure/Confidentiality Agreement

It is the policy of CROW that all information concerning any current, past or potential CROW patient or employee is considered confidential, whether it be written, spoken or otherwise communicated or obtained. Please refer to the Non-Disclosure/Confidentiality agreement that you signed at the time of your application for full terms.

Acknowledgement and Release of Liability

You were required to sign an Acknowledgement and Release of Liability at the time of your application. This releases CROW from responsibility in the event of an accident or injury on all CROW-related activities. Please feel free to express your concerns about undertaking any assignment and/or if you notice any unsafe situations.

Zoonotic Diseases

Diseases contracted by humans from animals (zoonoses) should be a continuous concern for everyone involved in animal care. The vast majority of zoonotic disease risks that may be encountered at CROW can be eliminated or greatly minimized by two things: common sense and good hygiene. No food should be eaten in ANY patient care area (this includes gopher tortoise grazing area). Wash hands thoroughly and often – this includes after handling each patient, between groups of babies, after cleaning a cage, etc. No open-toed or open-sided shoes are allowed while administering patient care. If bitten, wash area thoroughly and notify a staff veterinarian immediately.

Code of Conduct

The activities outlined below are strictly prohibited. Any student who engages in any of these behaviors is subject to discipline, up to and including termination and dismissal from the student program.

- Abusive language toward staff members, students, volunteers or the public.
- Discourtesy or rudeness to any individual or group.
- Verbal, physical or visual harassment of another individual or group.
- Actual, threatened or implied violence toward any individual or group.
- Conduct endangering the safety, well-being or health of others.
- Bullying or taking unfair advantage of any individual.
- Failure to cooperate with the staff.
- Possession of or use of alcoholic beverages or illegal drugs on CROW property, or, reporting to CROW while under the influence of illegal drugs or alcohol.
- Bringing dangerous or unauthorized materials onto CROW property. These include firearms, explosives, other weapons or similar, potentially dangerous items.
Disputes
Disputes may arise whenever people work together. Conflicts can result from differences of understanding, whether between supervisors and students, students and volunteers or among students. We prefer that disputes be resolved informally in the immediate work area; however, some conflicts cannot be resolved easily or without assistance. If this is the case, contact the Student Program Coordinator, who will work with you and the other party(s) to reach a resolution.

Dress Code
CROW is an organization that maintains a professional work environment and strives to maintain a positive public image. Students are often on camera in the Visitor Education Center while working at the clinic and have increased interaction with donors, outside groups and news agencies. Accordingly, established standards of dress and appearance are essential. These rules are:

- Name badge and CROW scrub top, along with proper shorts or pants must be worn whenever at work.
- CROW scrub tops are color coded – sage green for students, burgundy for staff and light blue for doctors.
- Acceptable bottoms are navy blue or khaki knee length shorts or pants or any color scrub pants. No jeans are allowed.
- Clothing should always be clean and mended, free or tears and holes. It is understood that anyone working directly with patients or cleaning materials will acquire stains. This is part of the job and acceptable.
- Rubber soled, closed shoes or sneakers should be worn at all times while working with patients. Open toes, sandals and flip-flops are not permitted in the hospital or grounds areas.
- High top, sturdy “hiking boot” type of shoes are recommended for working outdoors around the enclosures.
- Avoid wearing jewelry that could be entangled, pulled, swallowed or grabbed by an animal. Examples include dangling earrings, necklaces, large rings, loose bracelets, piercings and visible dermal implants.
- No excessive perfumes, colognes or other strong scents (e.g. soaps, powders, oils).

When representing CROW at public events or as a presenter in the visitor education center, please wear work clothes that are clean and free from holes, tears or excessive stains along with your name badge.

Use of Electronic Devices on Hospital Property
CROW is a wildlife hospital where great focus and attention to detail is critical in performing all job functions. To avoid unnecessary distractions and noise while working in patient and office areas, refrain from carrying personal electronic devices (cell phones, ipods, mp3 players, etc.) If a situation requires you to carry your cell phone, please inform the Staff Veterinarian or Clinic Office Manager and ensure it is placed on silent or vibrate only. Additionally, CROW’s office computers are limited to CROW business use.

Wildlife Photo Policy
Wildlife in our care is not on exhibit; they are patients receiving treatment. CROW has a special license to take photographs for use in and with our educational media and are the exclusive property of CROW. For all patients, regardless of the current stage of their capture, transport, admission, examination, treatment or release: PHOTOS are prohibited other than for use exclusively in the official record.

In certain instances, for educational purposes, the Hospital Director may give approval for photos or video to be taken. These photos will be focused on the patient, with limited view – if any – of the handler. No animal may be removed from a cage or enclosure, or disturbed in any way in order to obtain photographs or video. Copies of everything must be submitted to the Marketing Manager. Under no circumstance may students post the photos or videos to social media. This includes Facebook, Twitter, Snap Chat, Instagram, etc. Violations of this Photo Policy may result in immediate dismissal.
Photo Policy of Students
CROW may take and use photographs of students (externs, fellows & interns) with or without their name and for any lawful purpose, including, but not limited to, such purposes as publicity, illustration, advertising, and Web content, without compensation. Furthermore, you consent that such photographs are CROW's property and they shall have the right to sell, duplicate, reproduce, and make their lawful uses such photographs as they may desire, free and clear of any claim whatever on your part.

Hospital Cage and Rehabilitation Enclosure Protocols
Wildlife patients are stressed by human presence. Quiet is always the rule and there may be certain rooms which are “off limits” or where even whispering is not allowed. Under no circumstance should anyone lift a towel that is hanging on a cage or stand near the cage and peer in without doing so for a medical reason or treatment. Many of our ICU patients need little more provocation than the slight movement of a towel or human face at the front of the cage to fling themselves frantically against the cage door out of fear.
Outside patients are in the final stages of rehabilitation. Limiting human contact is vital for these animals to heal and remain wild. Patients in these enclosures are often the highest-stress species or babies we are trying to “wild up”.

Parking & Driving on Campus
Students may park their vehicles next to student housing, behind the Visitor Education Center. Spaces underneath the Visitor Education Center are for reserved for guests.
Please drive slowly and carefully around the CROW campus. Be mindful of people, wildlife, and tortoises that are out grazing in front of the hospital.

Smoking
CROW is a smoke free facility. Smoking is not permitted by anyone anywhere on the CROW property – this includes e-cigarettes/vaping.
Visitor Education Center
CROW’s Visitor Education Center is designed to connect audiences with wildlife in our care while maintaining their privacy. Approximately 15,000 people go through the center a year. The 2400 square foot building is a self guided tour that centers around the life-cycle of our patients from admittance to release. Exhibits include a timeline of CROW’s history, patient rescue stories, diagnostic testing and treatment methods, and games and quizzes – some with touch screen profiles. Live feed cameras into the patient intake/exam room, raccoon enclosure, pelican enclosure and surgery suite are featured on one wall. Presentations are offered daily on a variety of topics and each week one of our animal ambassadors is featured.

Student Housing
CROW provides on-site housing for our students. The building contains three furnished suite-style apartments, that can house up to 11 students at a time.

Hospital
CROW’s wildlife hospital features state-of-the-art facilities allowing for the efficient and effective care of its wildlife patients. The 4,800 sq. ft. hospital opened in 2009 and features two modern examination rooms, several smaller rooms to provide additional spaces that can be closed off from one another, two anesthesia machines and a surgery suite in the intensive care unit, the latest digital radiography equipment and laboratory, 68 multifunctional indoor cages, 8 rabbit hutches and a walk in cage, five incubators for infant patients, seven bathtubs each with a dedicated heat lamp and privacy curtain, a reptile room with its own temperature and humidity control, three pools to accommodate injured sea turtles, a dedicated isolation area with separate ventilation, a private outdoor porch for pre-release, a kitchen on each floor with multiple refrigerators and a spacious laundry room with three industrial washers and dryers.

Outdoor Enclosures
1: Boyd Aviary
2: Shorebird
3: Osprey
4: Roberts Multipurpose
5: Songbird
6: Reptile Multipurpose
7: Pelican Compound
8: Small Flight
9: Sea Turtle
10: Mammal Complex
11: Scribante Woods Mammal
12: Otter Complex
13: Squirrel
14: Burrowing Owl
15: Large Flight
16: Cannon Ambassador Cages
17: VOP Village
18: Class II Carnivore
Student Housing
CROW provides on-site housing at our Batchelor Student Housing building. Suite A is a single apartment reserved for interns. The building also contains two furnished suite-style apartments, which can house up to 11 students at a time. Suites B & C each have three bedrooms, each with a shared common area and two bathrooms.

General Information
Furnishings
Students are provided with most furnishings, cooking/eating utensils and general cleaning supplies. The Pre-Arrival section lists personal items that students should bring.
Internet access is provided campus–wide, however students need to bring their own laptops; CROW’s computers are not for personal use. The phones in each unit are for local use only and do not allow long-distance calling.

Bedrooms are supplied with bunk beds, two dressers, a small table with lamp and tv with basic cable. Housing may be co-ed in the common areas, however bedrooms will be separate. CROW’s housing facility is open only to students actively participating in our program. **Friends and family are not allowed to stay over.**
The common area in each suite is the kitchen and contains oven, stove, microwave, toaster, coffee maker, refrigerator, sink and cabinets, table and chairs, and a stackable washer and dryer. Paper goods (toilet paper, paper towels) and detergent are supplied.

Bathrooms have one shower stall, toilet and sink. There is limited space for toiletries.

Cleaning
Students are responsible for cleaning their rooms and the common areas of the unit. Housemates often get together to come up with a cleaning schedule so no one person is burdened with it. **Students are required to clean up after themselves at all times.** Leftover food on the counters, in the sink, or in open containers will attract ants and roaches. All garbage and recycling should be taken to the dumpster on a daily basis. CROW’s expectations of what needs to be cleaned during the student’s stay and upon departure are spelled out in the Departure Check List – see Appendix C. Housing inspections are conducted weekly to ensure all units are maintained properly.

Since CROW is a not-for-profit, we rely on private funding for most of our budget. Some of our donors request tours on short notice. Therefore we require that you keep the housing tidy-looking and refrain from placing/leaving anything on the porch and railings outside.
Housing Rules

Although students pay towards living on campus, residing in student housing is a privilege, not a right. It costs CROW much more in utilities, taxes, building upkeep and programming charges than what CROW requires of students – with the balance being subsidized by our donors. We strive to be good stewards of all of our donations, and to keep the building clean and running efficiently (along with students’ comfort and safety). CROW reserves the right to remove you from student housing and dismiss you from the program if you disregard or violate these rules.

Rules & Standards:

- All students need to stay in the specified room as assigned – without exception. Room assignments are pre-determined at the time of acceptance, according to arrival and departure dates.
- Quiet hours are from 10 pm to 7 am.
- No overnight guests and no visitors after 9:00 pm.
- No visitors under the age of 18 at any time.
- No smoking. No exceptions. CROW is a smoke-free facility and that includes the housing and grounds.
- **No possession of or use of alcoholic beverages or illegal drugs** on CROW property, or, reporting to CROW while under the influence of illegal drugs or alcohol. Violation of this rule will result in immediate dismissal and removal from the CROW property, loss of credit for the student program and immediate notice of such violation to the sponsoring school or organization.
- **No dangerous or unauthorized materials onto CROW property.** These include firearms, explosives, other weapons or similar, potentially dangerous items.
- No hot plates, open coils, incense, candles, lighters etc. due to fire danger.
- **Students are required to clean up after themselves at all times and to work together in the upkeep of the common areas.** This means clean counters, floors, tables, dishes, refrigerators, bathrooms, etc.
- Common area inspections will be done twice weekly. Additionally, tours of the property with donors, board and/or potential students may take place without prior notice.
- **Bedroom units are to remain clean and tidy with no open food or drink items.** Clothing should be put in hampers or the dressers provided – not on floors.
- **All garbage and recycling should be taken to the dumpster on a daily basis.**
- **Refrain from placing anything** (shoes, boots, etc.) including chairs on the porch outside or drying towels or other items on the railings. Routine inspections are conducted by the city fire inspector. CROW will be cited for violations which could result in payment of a fine.
- **No overnight guests** – including students residing off-site, staff or volunteers.
- Pets are not allowed in the any apartments.
- Be sensitive to electricity and water usage. The thermostat for the AC should never be set below 78 degrees when no one will be in housing.
- Keep doors and windows without screens closed to protect from any bugs and/or wandering island species.
- Notify the Student Program Coordinator if anything in housing is not working or damaged in any way.
- If students are to be away from housing overnight, the on-site training intern needs to be advised.

Students will be required to sign-off that they have read, understand and agree to abide by these rules.

Meals

Students are responsible for their own meals. There are supermarkets and restaurants within 2 – 3 miles of CROW, which tend to be a little more expensive than off-island. Students often make arrangements to go grocery shopping together off-island if someone has a car, otherwise, students that are 22 years or older and can provide proof of insurance may use the CROW van for grocery shopping. See Appendix B for a copy of the Waiver form that must be signed.
Mail
Students may receive mail/packages during their stay at CROW. Mail is delivered to the administrative office and students are notified upon its arrival, or it is placed in their suite. Standard envelopes can be sent to PO Box 150, Sanibel Florida, 33957 and packages (other than US Mail) to 3883 Sanibel Captiva Road, Sanibel, FL 33957.

Disclaimer
The information contained in this handbook is accurate as of January 31, 2018 but may be subject to change. CROW reserves the right to amend, modify or cancel policies and other material as published in this handbook. CROW will endeavor to inform students of any such changes with reasonable notice.

Revised 1/2018
Appendix A

CROW Student Departure Check List

TO RECEIVE CREDIT AND CERTIFICATE FOR COMPLETING PROGRAM –
THIS SHEET MUST BE FILLED OUT COMPLETELY AND TURNED IN TO TRAINING INTERN.

Name: ______________________________ Room _____ Last Day: ___________

<table>
<thead>
<tr>
<th>Description</th>
<th>Initial/Date</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>EXIT INTERVIEWS/ONLINE SURVEY</strong> – Contact Hospital Director to set up interview date during your last week</td>
<td></td>
</tr>
<tr>
<td>ONLINE EXIT SURVEY</td>
<td></td>
</tr>
<tr>
<td>Go to <a href="http://survey.constantcontact.com/survey/a07ea4r676ni2hotkle/start">http://survey.constantcontact.com/survey/a07ea4r676ni2hotkle/start</a></td>
<td></td>
</tr>
<tr>
<td>Your responses are anonymous. We truly appreciate all of your feedback so please don't hold back on any improvements you see we need to make or any of the good things that we should continue doing here at CROW!</td>
<td></td>
</tr>
<tr>
<td>Completed</td>
<td>Y</td>
</tr>
</tbody>
</table>

| Hospital Director Exit Interview | |
| Meeting date: | Completed | Y | N |

| HOUSING - We expect you to leave your room and premises as you would like to walk into if you were a new student. |
| **BEDROOM** - Floors cleaned - swept and wet wiped down or mopped |
| Furniture (bed, dressers, chairs, etc.) cleaned - dusted and wet wiped. Inside of drawers wiped out. Windows and sills cleaned. |
| Completed | Y | N |
| **Kitchen** - All of your dishes washed and put away |
| All of your food removed from refrigerator and cabinets unless marked for sharing |
| Completed | Y | N |
| **Bathroom** - Cleaned and all personal products removed. This includes toilet, shower, floor and mirror. |
| Completed | Y | N |
| **Trash** - All trash taken out to dumpster. Do not leave perishables in the trash containers. |
| Completed | Y | N |
| **Outside** - Check areas for shoes, towels and other personal items |
| Completed | Y | N |

| Cab Ride to airport |
| Cab Ride fare paid? | Other: |
| Completed | Y | N |

| FORWARDING ADDRESS: |
| Address: |
| Email: |
| Phone: |

Please initial and date the above items when complete & return this form to the Training Intern before you leave.

Office Use only

Room checked by: __________________________ Date: __________________________ Left in Satisfactory condition: Y N
Interview completed: Y N Cab fare paid? _________ Amount of Deposit to be returned: _________
Date submitted for refund: _____________ Satisfactorily completed program: Y N
STUDENT PROGRAM
Driver’s Acknowledgement, Waiver and Release

I recognize and acknowledge that I am voluntarily driving a vehicle owned by the Clinic for the Rehabilitation of Wildlife (CROW) for purposes that are personal in nature (shopping, restaurant, off-site event) and may include transporting other students or volunteers. I agree to absolve, exonerate, and hold harmless CROW, its directors, officers, employees, volunteers, representatives and agents from liability for any risks associated with this travel. These risks include, but are not limited to, all liability associated with the operation of a motor vehicle, any and all injuries (including up to death), and any and all property damage.

I, ________________________________________ (print name), waive, release and discharge CROW, its trustees, officers, employees and volunteers from any claims, demands, costs, causes of action or damage as a result of property loss or damage, or personal injuries sustained to myself and to passengers of a vehicle that I am driving during participation in personal events. Furthermore, I intend this waiver and release to be legally binding on my heirs, executors, administrators, estate and assigns.

I further state that I am at least 22 years of age, have a valid driver’s license and that I have at least the minimum amount of liability insurance specified by Florida State law. I understand and agree that my personal auto insurance will apply for any accidents/injuries that might be incurred.

I acknowledge that I have carefully read this Acknowledgement, Waiver and Release and fully understand that it is a release of liability.

______________________________________________                    ______________________________
Signature                                                                                     Date

If person driving the vehicle is covered under another person’s insurance, they must also sign and date this waiver.

_______________________________________________                 ______________________________
Printed Name                                                                                                Date

______________________________________________                    _______________________________
Signature                                                                                                       Relationship to driver

Attach copy of driver’s license and insurance card.

________________________________________________________
3883 Sanibel Captiva Road, Sanibel FL 33957                      239.472.3644
General Facts and Frequently Asked Questions
Note: Due to the sensitive nature of some of these questions, DO NOT elaborate; refer difficult questions to the CROW Staff Veterinarians.

**Staffing:** How many staff, students, and volunteers does CROW have?

**Clinical Staff:** We have one full-time Hospital Director trained in wildlife medicine who leads a staff with two full-time intern veterinarians, two certified veterinary technicians, up to 6 fellows a year for 6 months each and four certified wildlife rehabilitators.

**Administrative Staff:** We have an Executive Director, a Development Director, Marketing Director, Education Coordinator, Student Program and Volunteer Coordinator, Gift Shop and Education Center Manager, Grounds Manager, and an accountant.

**Students:** CROW is a teaching hospital and rotates approximately 35 students from all over the world each year.

**Volunteers:** We have approximately 200 active volunteers, some are here year-round and many of them are seasonal. In addition to our paid staff, students can expect to work alongside our volunteers. CROW could not survive without the help of these dedicated workers – some who have been here for over 15 years! They participate, alongside staff and students, in daily hospital and rehabilitation center activities. They are very knowledgeable and love to help students with questions or direction if needed.

**Our Patients:** Where do our patients come from? Only 18% come from Sanibel, others are from Lee County and the surrounding areas.

**Sea Turtles:** Do you treat Sea Turtles? We are the only licensed sea turtle facility between Sarasota and Miami.

**Species:** How many different species of wildlife does CROW receive? CROW treats over 200 different species each year.

**Patient Numbers:** How many patients do you treat each year? Approx. 4,000 per year.

**Funding:** How is CROW funded? CROW is a non-profit organization and receives NO federal, state or local funding. Our funds come from memberships, private donations, grants, fundraising events and foundation support.

**Seeing the “Patients”**: Can the public see the patients? Our patients are protected by federal privacy rules that are similar to those governing a human hospital (although not as extensive). CROW’s confidentiality policies are based on those followed by human health care facilities. Neither human nor non-human patients may be “on display”. Additionally, being hospitalized is very stressful for our patients. Limiting human contact is essential for their recovery and eventual release. Visitors who take the time to experience the videos, live “critter cams” and interactive exhibits located in our Visitor Education Center will get a much richer appreciation of our patients and our mission than they would in a clinic tour.
**Permanent Residents:** If the patient cannot be returned to the wild will they remain at CROW as a “permanent” resident? Federal and State laws mandate that if a wild animal cannot be rehabilitated and returned to the wild, the animal must be euthanized. In rare cases, permits are issued to maintain an animal for educational purposes only.

**Euthanasia:** Will you euthanize this animal? Euthanasia means “kind death”. Sometimes this is the only gift we have to give a severely injured animal. This decision is made after the Veterinarian has fully evaluated each patient.

**Note to students:** Regarding Euthanasia, Please DO NOT discuss further; answer the question only as instructed or refer them to the Staff Veterinarians.

**Evaluation:** Once a patient arrives at CROW, will the veterinarian look at it patient right away? Not necessarily. Examination is extremely stressful for the wild animals. For this reason, we try to let them sit quietly in their boxes before adding to the stress of capture and transport.

**Status:** Can I check to see how a specific animal I doing? Patients are all entered into the wildlife database upon admission and you will be given an identification number. If you brought in an animal and want to check its progress, you may call the hospital for an update Monday through Friday afternoon from 3:00 p.m. – 5:00 p.m.

**Release:** Will you release the animal back to where it was found? Sometimes it is important to release animals back to their own territory, other times it is not. Determining factors are species, time of year and environment. The CROW Veterinarian will make this determination at the time of release. In all cases, it is important that we know where the animal was found and what the circumstances of the injury were at time of admittance.

**Survival:** Do most animals survive? Fortunately, we are able to release back into the wild approximately 33% of the animals that come into CROW. This is considered an excellent release rate for any wildlife rehabilitation center.

**Acceptance:** Is there any animal that CROW would not take? We do not accept domestic pets or any non-native animal. Marine mammals, such as manatee and dolphins, are sent to other facilities. CROW also does not accept any venomous snakes.
Organizational Chart
Clinic for the Rehabilitation of Wildlife
The Clinic for the Rehabilitation of Wildlife (C.R.O.W.) has very specific policies regarding domestic, exotic, and invasive species of Florida.

- **Invasive species** are animals that have not historically occurred in Florida, are not living in captivity, and have taken over the ecosystem with their growing populations. Examples include: European Starlings, Eurasian Collared Doves, Brown Anoles, Cane Toads, Feral Cats, Muscovy Ducks, Invasive Python Species

- **Exotic animals** have the potential to become invasive species if they successfully establish a population and flourish in a specific habitat. Examples include: Red-Footed Tortoises, Sugar Gliders, Parrot species, Monkey species
  - Must be rehomed within 72 hours

- **Domestic animals** refer to animals that have been kept to live with or work for humans. Examples include: Farm Animals, Domestic Rabbits, Ornamental Pigeon breeds
  - Must be rehomed within 72 hours

Per Florida Fish and Wildlife Conservation Commission (F.W.C.) there are over 500 nonnative fish and wildlife species documented in the state. Invasive species rank second only to habitat loss as a major threat to native ecosystems in Florida. They ranked as the top cause of species endangerment in the U.S. They begin competing with native wildlife for territories, food, and can quickly cause the demise of endemic species.

These animals, plants, and fish are the most common carriers of pathogens and diseases. They have the potential to affect the ecosystem, human health, domestic animal health, and the economy. Once these invasive animals make Florida their home, they can bring a slew of unseen diseases with unseen consequences.

**Under Florida State law it is unlawful to import (for sale or use), or to release within this state, any species of the animal kingdom not indigenous to Florida without having obtained a permit to do so from the Fish and Wildlife Conservation Commission (372.265, F.S.).** This means that legally, C.R.O.W. cannot treat any invasive species that comes into the clinic. Euthanasia is not an easy matter but understanding why invasive species cannot be treated will allow individuals to have a better appreciation of C.R.O.W.’s mission to save native wildlife.

C.R.O.W. cannot allow these invasive species to be rehomed or rereleased for many reasons. The primary reason is C.R.O.W. can lose its license to rehabilitate wildlife if found to be doing so. Adopting these invasive animals out is also not an option because of the follow up required. Often, the adopters release the animal without C.R.O.W.'s knowledge. Releasing one invasive individual may not seem like an issue but the long-term effects repeatedly result in more harm than good.

C.R.O.W. requires Staff, Students, and Volunteers to adhere to these guidelines and ask questions when needed. Some will not be in agreement with this policy, but C.R.O.W. and its affiliates must abide by F.W.C.’s laws.
(1) No person shall transport into the state, introduce, or possess, for any purpose that might reasonably be expected to result in liberation into the state, any freshwater fish, aquatic invertebrate, marine plant, marine animal, or wild animal life not native to the state, without having secured a permit from the Commission. **Wildlife rehabilitation facilities, such as CROW, are legally not allowed to release the following species, and:**

The following species will be euthanized immediately upon arrival in accordance with our nonnative/invasive protocol:

- Ball Python/Burmese Python
- Black/Norwegian Rat
- Chameleon
- Cuban Brown Anole
- Cuban Tree Frog
- Egyptian Goose
- Swan Goose
- Green Iguana
- Indo Pacific Gecko
- Muscovy Duck
- Nile Monitor Lizard
- Wild Hog
- Pigeon/Rock Dove
- Red-Eared Slider
- Ring-Necked Dove/Eurasian Collared Dove
- European Starling
- Giant Toad
- House Sparrow

The following species need to be placed within 72 hours of arrival:

- African Spur-thighed Tortoise
- Chicken
- Chinese Water Dragon
- Cockatiels/Parakeets/Lovebirds
- Common Pea Fowl
- Domestic Duck
- Peking Duck
- Domestic Rabbit
- Domestic Goose
- Guinea Hen
- Map Turtle
- Leopard Tortoise
- Parrot
- Russian Tortoise
- Sugar Glider
- Turtle Dove
Compassion Fatigue – What You Need To Know

"Veterinary medical professionals deal with death at five times the rate of any other healthcare profession, but we don't offer five times the training to deal with death and morbidity" (Brandt, DVM 360, 2014).

Whatever your role is on the veterinary team - veterinarian or paraprofessional - caring all day, every day can be stressful, especially in our wildlife hospital setting. It is very important to learn to recognize the signs of compassion fatigue and understand ways to combat it, both in yourself and your teammates.

WHAT IS COMPASSION FATIGUE?

The definition of compassion fatigue is the deterioration of our ability to be empathetic to the pain and suffering of others (animals or humans). Because we continually offer support and compassion to others, we need to be careful that, without self-care, we can be left depleted, with nothing left to give.

Burnout is related to compassion fatigue, but it goes beyond just not being able to be empathetic. It is present when we feel frustrated and powerless, unsupported and overburdened. If we have low job satisfaction and are being overwhelmed, we risk job burnout.

All of us in the veterinary profession can get compassion fatigue. In fact, those of us drawn to the veterinary profession are often natural helpers. We joined a helping profession and that can make us more likely to experience compassion fatigue.

- Technicians and rehabilitators are such important members of the team and carry the day-to-day burden of delivering care to patients. The emotional toll that comes with this role makes both compassion fatigue and burnout very possible.

- Our veterinary staff members at the front desk are called upon to be the most compassionate. Daily, people who call in with wildlife emergencies take out their frustrations on our first responders. After a while, this will affect even the best client care professional.

- Veterinarians at CROW are also not immune to CF. Not only do we bear the burden of responsibility for life and death of our patients, but we also feel responsible for the well-being of the students and the staff.

Any time we are asked to be compassionate every day, every hour and in every case, we need to be sure to be taking care of ourselves and re-energizing, so we don't run out of empathy for others.
How do you know if you have compassion fatigue?

There is no blood test or single sign of whether you have compassion fatigue, but there are great self-assessment tools out there. One of the best is on the AVMA website on the Wellness and Peer Assistance page and it has links to many self-care strategies and other helpful resources. ([www.avma.org/ProfessionalDevelopment/Personal/PeerAndWellness](http://www.avma.org/ProfessionalDevelopment/Personal/PeerAndWellness))

Here are a few signs to look for:
- Feeling of exhaustion and ongoing physical ailments
- Significant emotional shifts
- Hypersensitive in emotionally charged situations
- Feelings that no matter how much you give it will never be enough
- More negative thought patterns than you used to have
- Feeling dread for activities you used to enjoy

Addressing compassion fatigue

To combat compassion fatigue, you need to integrate self-care into your work and daily life. Set aside time every day to do something just for yourself and for your own well-being. Your schedule at CROW is set up to allow you to be able to take 1 hour of break time, either continuously or in increments throughout the day (i.e. a 15 min break in the morning, ½ hr lunch, and a 15 min break in the afternoon). If you don’t take care of yourself, you will not be able to take care of

Develop a plan to address each area of your life:
- Physical - Your physical health and wellness, which impacts your mental wellness and happiness. It isn’t easy to find the time, but it will really help!
- Psychological/emotional - Your emotions/feelings. We have resources that can help!
- Intellectual - Learning new things; intellectual growth, whether or not related to your profession
- Financial - Your financial situation. I know this can be overwhelming.
- Social - Your complete circle of friends and acquaintances, and what you do to have fun in your life.
- Family - Your inner-most support circle; the people closest to you, those to whom you turn for support and nurturance, whether or not you are related by blood or marriage
- Occupational - The work that occupies you, whether paid professional work or volunteer activity

Source: AVMA website

We all know stress is a part of everyday life and without stress we’d be bored and unproductive. But too much stress without a way to relieve it can cause feelings of frustration and sadness. If these become chronic they can lead to compassion fatigue.
If you are feeling like compassion fatigue or depression are affecting you and your ability to enjoy life on a daily basis, you might need to talk to someone about what you are feeling. You don't need to suffer alone. Take steps to understand what you are feeling and why. Please reach out to others to help you find help.

Freudenberger conceived the term "burnout" and used it in 1974 to describe a syndrome of "exhaustion, disillusionment, and withdrawal resulting from intense devotion to a cause that failed to produce the expected result" (Freudenberger 1974; Coles 2003). I know where I fall on this scale and that it can change on any given day. What about you? Let me know how I can help any time you have concerns about yourself or others.
## Important contact numbers and email addresses

On occasion you may need to contact CROW staff with general questions, to call in late or sick, or for other reasons. The table below provides contact information to be used if you encounter a problem or have other questions.

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Office Number</th>
<th>Email</th>
<th>Use</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dr. Bast</td>
<td>Staff Veterinarian</td>
<td>239-472-3644 X225</td>
<td><a href="mailto:rbast@crowclinic.org">rbast@crowclinic.org</a></td>
<td>Questions on patient care, hospital procedures, staffing, externs.</td>
</tr>
<tr>
<td>Brian Bohlman</td>
<td>Marketing Manager</td>
<td>239-472-3644 X 230</td>
<td><a href="mailto:bbohlman@crowclinic.org">bbohlman@crowclinic.org</a></td>
<td>All media, public relations and web site questions.</td>
</tr>
<tr>
<td>Shelli Albright</td>
<td>Hospital Office Mgr</td>
<td>239-472-3644 x 222</td>
<td><a href="mailto:ralbright@crowclinic.org">ralbright@crowclinic.org</a></td>
<td>To get a message to someone at the hospital or hospital policies.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>Hospital volunteer schedule changes or absences.</strong></td>
</tr>
<tr>
<td>Cheryl McCormick</td>
<td>Admin Assistant</td>
<td>239-472-3644 X 231</td>
<td><a href="mailto:cmccormick@crowclinic.org">cmccormick@crowclinic.org</a></td>
<td>General questions or concerns regarding Student or Volunteer applications.</td>
</tr>
<tr>
<td>Rachel Rainbolt</td>
<td>Education Coordinator</td>
<td>239-472-3644 x 228</td>
<td><a href="mailto:rrainbolt@crowclinic.org">rrainbolt@crowclinic.org</a></td>
<td>Information on educational programs, community events or visitor education center.</td>
</tr>
<tr>
<td>Randy Rainbolt</td>
<td>Facilities &amp; Grounds Mgr.</td>
<td></td>
<td><a href="mailto:randy@crowclinic.org">randy@crowclinic.org</a></td>
<td>Building and grounds concerns or emergencies.</td>
</tr>
<tr>
<td>Mary Schoeffel</td>
<td>Development Director</td>
<td>239-472-3644 X 232</td>
<td><a href="mailto:mschoeffel@crowclinic.org">mschoeffel@crowclinic.org</a></td>
<td>Information on membership and donations.</td>
</tr>
<tr>
<td>JoEllen Urasky</td>
<td>Operations Mgr</td>
<td>239-472-3644 x 221</td>
<td><a href="mailto:jurasky@crowclinic.org">jurasky@crowclinic.org</a></td>
<td>General CROW information/issues.</td>
</tr>
<tr>
<td>Tina Flannery</td>
<td>VEC &amp; Gift Shop Associates</td>
<td>239-472-3644 X 229</td>
<td><a href="mailto:dwaszmer@crowclinic.org">dwaszmer@crowclinic.org</a></td>
<td>Registration for programs, info about gift shop or visitor center.</td>
</tr>
<tr>
<td>Pam Stoike</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Breanna Frankel</td>
<td>Rehab Manager</td>
<td>239-472-3644 X223</td>
<td><a href="mailto:bfrankel@crowclinic.org">bfrankel@crowclinic.org</a></td>
<td>Questions about wildlife rehabilitation</td>
</tr>
</tbody>
</table>