Your Pet’s Voice
A Guide to Making Difficult Decisions
When Your Pet is Ill or Injured

Katherine Dobbs, RVT, CVPM, PHR
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Our Journey With

(Pet's Name)

Species: ____________________________

Breed: ____________________________

Gender: ____________________________

Color: ____________________________

Favorite Toy: ____________________________

Favorite Activity: ____________________________

Photo of Pet

A Personal Note from the Author

This book is written for you, in tribute to this journey you are beginning with your beloved pet. You are “Your Pet’s Voice,” as the one who has loved and cared for him or her during their lifetime with your family. This book will help you give voice to your loving thoughts and desires. My hope is that it contains information to help guide you through the difficult decisions you are facing, and comfort you through this difficult time. I also hope that this book provides a place for you to reflect and write about the time you have spent with your pet.

It is recommended that you read through this book in its entirety, as there are sections that may or may not pertain to your immediate need, but may relate to a decision in the future. You will be facing many difficult decisions, but when these decisions are made from a place of love you have for your pet, you will make the right choices.

I would like to express my gratitude to Christy Rach, CVT, for providing valuable content, and to Valarie Hajek-Adams, CVT, for her inspiration in working with pet hospice and end-of-life families. My sincere thanks and love to those patients and clients who have touched me through my work; you are always in my thoughts as I strive to help others.

As a veterinary professional, my hope is that you will find here useful information and a private space to share your feelings. As a pet owner, my hope is that you will use this book to create a tribute to your time spent together. The book may end, but your spiritual journey with your pet will never cease.

Katherine
When Your Pet is Ill or Injured

When your pet has been given a potentially life limiting diagnosis you may be feeling shock, disbelief, panic and fear. In such an emotionally charged situation it is difficult to know where to even start making decisions! We understand that, and are here to help guide you so that you can feel comfortable in the decisions that you make for you and your pet. There are important factors that you will want to consider before making decisions about your pet's care. By providing you with these considerations our hope is that together we can make a more comprehensive plan of care for you and your pet.

The following sections take into account your pet's medical condition and treatment options available, your pet's personality and how that can affect your decisions and your family situation. By answering the questions provided you will arm yourself with the information needed to make informed decisions and set goals for the care of your pet. By writing about this time together, you will create a special dedication to this journey with your pet.

Your pet's diagnosis and prognosis

Understanding your pet's medical condition and anticipated outcome:
You are likely to feel many difficult emotions as soon as you hear the news about your pet's illness or injury. That is understandable, and natural. Yet this is often a time to learn more about your pet's diagnosis and prognosis.
(Defined in Ballière's Comprehensive Veterinary Dictionary)

Diagnosis is a name given to a disease by a veterinarian; based on information gleaned from a variety of sources, including (1) findings from a physical examination, (2) interview with the owner of the animal, (3) veterinary history of the patient and its cohorts, and (4) paraclinical findings as reported by pertinent laboratory tests and radiological studies.

Prognosis is a forecast of the probable course and outcome of an attack of disease and the prospects of recovery as indicated by the nature of the disease and the clinical signs of the case.

While you likely have many concerns surrounding your pet's future, we suggest you enlist your veterinary team to help you accurately answer the following questions.

1. What is my pet’s diagnosis? What does that mean to me?

2. How does my pet’s disease or condition normally progress?

3. What is my pet's prognosis or life expectancy at this point in time?

4. Is my pet’s condition curable?
5. What are the different treatment options available? If possible also list the estimated cost of these treatments, and the duration of treatment or number of veterinary visits. In the Appendix section, you can use the Treatment Options Chart to document this information.

6. Will treatment increase my pet’s life expectancy? If so, by how much?

7. Can we provide adequate pain control and relief of symptoms for my pet?

8. You and your pet may benefit from a consult with a specialist. Just as there are specialists in medicine for people, the same is true for veterinary medicine. Are there specialty doctors that could help my pet who are recommended by my veterinarian? If so, where are they located and how do I contact them for an initial examination and consult?

There is NO psychiatrist in the world like a puppy licking your face. – Bern Williams
Shifting From Cure to Care
If your pet is facing a terminal diagnosis, where cure is no longer possible OR preferred, you can take this opportunity and create your pet’s peaceful end-of-life journey. This can be done through pet hospice. The purpose of pet hospice is to maximize the quality of life for the terminally ill or dying pet, to embrace the pet owner’s decisions concerning the remaining time you have together, and to give the dying pet and the people who love him or her quality time together (Healing Heart Pet Hospice, www.hhfipethospice.org). The goal will shift from curing your pet’s disease to preventing the disease process from causing further anxiety and stress on your pet and you. The discussions later in this book will help you focus on important aspects of this care including your pet’s comfort, pain control, nutritional needs, and more.

9. At what point should our focus shift from cure to care, such as pet hospice options?

10. Does your practice provide these options, either in hospital or at home of pet?

11. If not, do you have a referral for a veterinarian in the area that provides hospice care?

My pet’s favorite things:

1. __________________________________________

2. __________________________________________

3. __________________________________________

4. __________________________________________

5. __________________________________________

A kitten is the rosebud in the garden of the animal kingdom. – Robert Southey
Your pet’s personality
Understanding your pet’s personality and how that may affect your decisions:

We understand that first and foremost you want what is best for your pet. With that in mind, you must consider your pet’s unique personality. Your pet’s personality contributes to how he or she will react to various situations. If your pet easily becomes extremely anxious, scared or aggressive this should be taken into consideration when choosing a treatment plan. Some treatment options will require your pet to be hospitalized for periods of time or include frequent visits with your veterinarian. By taking into account your pet’s personality and how he or she will react to treatment you are taking measures to ensure your pet maintains a good quality of life during treatment.

- Is my pet comfortable going to the veterinarian’s office?
- Is my pet comfortable being in a kennel or cage?
- Does my pet like other people?
- Is my pet aggressive with other people, or with other animals?
- Does my pet have separation anxiety?
- Does my pet’s personality allow him/her to reasonably tolerate treatment?
- Is my pet’s personality amicable to the treatment plan I have chosen?

Your pet’s favorite things
Reflecting on your pet’s favorite things as a way to gauge or measure his or her attitude:

You have shared a life with your pet, and you know him or her best. You have watched as he or she has enjoyed “favorite things” such as taking a walk in the neighborhood, playing ball in the yard, snuggling on your lap, stretching out in a sunny patch, chasing a laser light, climbing the cat tree, and more. Take a moment to write down your pet’s favorite things, so that you can use these activities as a guide post in the days and weeks to come.

Your pet’s family situation

Your pet is fortunate to have a loving family, and that family is you and all those in the household who have loved and cared for this pet for however long of a time you all have been together. As such, every family is different and it is important to take into consideration your unique family circumstances in regards to your pet’s care. Some considerations for thought would be:

1. How much time can I and/or my family devote to our pet’s care? Will I need to spend more time at home to regulate my pet’s care?

2. Can I and/or my family provide basic nursing that MAY include giving medications, more frequent bathroom breaks & bathing, bandage changes, possible wound care, and more?

3. Is my pet contagious, to other pets or people? Does this require isolating my pet?
4. Can I and/or my family help with my pet’s mobility?


5. Can I and/or my family provide strict cage rest if needed?


6. Can I enlist help from pet sitters, other family members, and friends to aid in my pet’s care? Make a list of individuals that can help in your pet’s care:


7. What financial commitments can I and/or my family make?


Promises To My Pet:
Example: I will . . . treasure every moment we have left together.
I will not . . . allow you to suffer.


I love cats because I enjoy my home; and little by little, they become it’s invisible soul.
– Jean Cocteau
You have shared countless moments, days, months, perhaps years with your beloved pet by your side and in your life. While you know many of your pet's thoughts to the point where you may be truly “reading their mind”, the only voice your pet has is your voice. You have always been an advocate for your pet's well being and happiness, and at no time is this more important than now, when your pet is facing a health crisis. Your words will translate the feelings you believe your pet is feeling into recommendations and considerations for his or her continued comfort. We use the term “quality of life” to differentiate from “quantity of life”; for it is not how long one may live, but how good that time is lived. You will be the most important person in determining your pet's quality of life. Much like a person sets out to create a “living will” and make choices about how they want their life to pass, you will now advocate for your pet.

Determining your pet's quality of life can be difficult for many people. You may be asking questions like “How do I know if I'm being fair to my pet?” or “How will I know when it's the right time to euthanize my pet?” Elderly, ailing or terminally ill pets have special needs. As caretakers we must maintain a comfort level that is fair to our pet during its decline. Sometimes, a pet has been ill for a long time making it difficult to gauge what their quality of life is because they have declined very slowly. Other times, our judgment can become clouded because our desire for our beloved pet to stay with us here on earth overshadows everything else. We have found it helpful to provide a list of parameters that contribute to your pet's quality of life. This list will help you to assess and meet your pet's end-of-life needs. It will also help you to determine if you and your veterinary team are able to provide enough help to maintain your pet in a humane way. In the Appendix section, you will find the Quality of Life Scale. This scale is used by its author, Dr. A.E. Villalobos, in her pet hospice program called Pawspice.
Your pet’s happiness
You know your pet better than anyone else and you understand what makes your pet happy. To help guide you in rating your pet’s happiness evaluate your answers to the following questions:

• Is your pet willingly interacting with the family and his or her surroundings?
• Can your pet participate in activities that he or she enjoys that are appropriate for his or her age?
• Is your pet anxious because of his or her condition?
• Is your pet affectionate and happy to see you?
• Is your pet lonely because he or she can no longer participate with your family as they have in the past?
• Does your pet have more “good” days than “bad”?
(see Appendix section for chart)
• Remember to reflect on your pet’s favorite things from page 8!

Your pet’s nutrition needs
It isn’t uncommon for ailing pets to stop eating and drinking properly. Your doctor will assess your pet and prescribe medications that can help with any symptoms contributing to your pet’s loss of appetite. You will also want to consider trying different foods, textures of food or cook for your pet. Depending on the situation, it may be necessary to place a feeding tube or give fluids to maintain your pet’s caloric and hydration needs. You can be taught to give fluids under the skin or give tube feedings at home. Talk with your veterinary team and discuss if this is an appropriate therapy for your pet. Speaking with them will help you decide what your comfort level is with such procedures.

Your pet’s hygienic needs
• Elderly and ailing pets can have issues going outside or using the litter box. It may be helpful to use disposable pads or pet diapers to help keep your pet clean. If your pet becomes soiled it is important to bathe them immediately to avoid skin irritation and infection.
• Cats may stop grooming themselves and need help to maintain their coats. Long haired cats can become matted and the mats are painful because they pull at their skin. Matted fur cannot be bathed well as it holds dirt and moisture on the skin causing irritation and possibly infection. Shaving cats down to a shorter hair coat is a good way to maintain cleanliness.
• Any bandaging that your pet has should be kept clean and dry at all times. Bandaging will require frequent bandage changes and assessment by your veterinary team.

Describe where your pet sleeps, both at night and during the day:
Your pet’s mobility

• It is important that your pet is able to move around on its own or with help, to satisfy his or her desires and needs. Mobility in particular can become an issue for people with large breed dogs. For dogs, the use of harnesses, slings, ramps, rugs for traction on slippery surfaces and carts aid in helping your pet’s mobility. To help your kitty use the litter box you will want to move it close in proximity for easy access. You may need to fashion a litter box that is shallow with short sides making it easier for him or her to get into.

• Pets can get sores from lying for extended periods of time. Comfort measures need to be taken to ensure that your pet doesn’t get sores. The use of extra padding and rotating the position of your pet can help prevent sores.

• Pets that aren’t mobile require a larger time commitment to nursing care. It is important to assess whether or not you can provide the needed care to satisfy your pet’s mobility needs.

Your pet’s pain management

A careful pain assessment should be done by your veterinary team frequently throughout treatment and end-of-life care. Animals can become accustomed to living with pain. They usually modify their behavior, movement and eating/drinking rituals so slightly that you may not even notice. We should not automatically interpret their stoic behavior as a lack of pain. There are many medications and therapies that we can provide to help make your pet comfortable. Assessing pain control also includes the pet’s ability to breathe properly. Inability to breathe adequately causes anxiety, discomfort, fatigue and pain.

Pain is a physical and emotional sensation that can be complicated to assess. Keep in mind, a pet’s reaction to pain is dependent upon its personality and the degree of pain it’s experiencing. The following signs might indicate that your pet is in some degree of pain: (What Now?, Argus Institute, CSU)

• Trembling or shaking
• Panting
• Slow to rise

• Whining or lack of vocalizing (no greetinbark or noise)
• Decreasing or absent appetite
• Acting out of character
• Being restless or unable to get comfortable
• Sitting or laying abnormally (in an unusual or uncommon position)
• Bearing no or partial weight on affected limb
• Hesitant to be touched in painful area
• Change in energy level

The management of your pet’s pain is termed palliative care. The word “palliative” means to abate or reduce the intensity. The concept of palliative care is based on the provision of comfort and relief for your pet.

How does your pet make you laugh?

...a morning kiss, a discreet touch of his nose landing somewhere on the middle of my face. Because his long white whiskers tickled, I began every day laughing.

– Janet F. Faure
Care at Home
Depending on the advice of your veterinary team, you may decide to care for your pet at home. Many of the considerations have already been mentioned, such as the amount of time you and your family can devote to caring for your pet, and if you can provide the nutrition and hygiene necessary for quality of life. Your veterinary community may offer pet hospice, and this might take place in the home or through veterinary visits. The team will assess and monitor pain, adjust medications as possible to keep your pet comfortable, and give you insight as to the course of treatment. Caring for your pet at home can offer valuable time together to create more lasting memories.

Care at the Veterinary Practice
We understand how difficult it is for you when your pet is in the hospital. Although you want to be near your pet during his or her time of need, your pet may need the care of the veterinary team. If your pet is receiving intravenous fluid support, frequent injectable medications, or repeated laboratory tests, the veterinary practice is the place that can offer this more intensive treatment and observation. The practice team may work in conjunction with an emergency practice in the community to provide continuous care. To accomplish this, your pet may stay during the day at the family practice, and be transported to the emergency practice over nights, weekends, or holidays.

Eventually you will come to understand that love heals everything, and love is all there is.
– Gary Zukav
Care at the Specialist Hospital
We now have the availability of veterinary specialists to help your pet as needed. There are surgeons, oncologists, internal medicine specialists, and others that have advanced education beyond veterinary school. These specialists are experienced in their area of expertise, and can offer you the options available for your pet’s care. Even if you feel that you may not want to pursue specialty care (such as advanced surgery, cancer treatment, oxygen therapy) it is helpful to speak with a specialist and obtain a second opinion. Their expertise and advice will help you make the best possible decision for the future of your pet. The specialist will also work with your family veterinarian and become part of the team of professionals who will guide you and/or your family.

Care at the Emergency Practice
There are two situations where a veterinary emergency practice needs to be utilized: when your pet becomes ill or injured beyond the regular operating hours of your family veterinary practice, or when your pet needs continuous veterinary care and so is transferred from your family veterinary practice to the emergency practice for overnight or over-weekend/holiday care. At the emergency practice, the focus will be on the immediate care and recovery of your pet. Make your wishes clear, especially if you have decided to let your pet pass peacefully; let the staff know if you want a DNR (Do Not Resuscitate) order standing.

Describe why visiting your pet is so important to you and your family:

__________________________________________________________

__________________________________________________________

__________________________________________________________

__________________________________________________________

__________________________________________________________

__________________________________________________________

__________________________________________________________

__________________________________________________________

__________________________________________________________

OVRS – Oakland Veterinary Referral Services
Specialty Care / 24 hour Emergency & Critical Care

1400 South Telegraph Road | Bloomfield Hills, MI 48302
Phone: (248) 334-6877
Fax: (248) 334-3693
E-mail: info@ovrs.com
Website: www.ovrs.com
Visiting Your Pet

This is a stressful time for your family and your pet, and it will be helpful for you to understand some basic tenets of animal hospitals. Animal hospitals are much like hospitals for people. They have policies in place to ensure that they are able to give the best care possible to your pet. We will explain some common animal hospital policies and provide you with questions that you can ask your veterinary team to ensure this process goes smoothly for you and your pet.

If your pet is being cared for at a veterinary facility, it is understandable that you will want to visit your pet. It is difficult to be away from your loved one when they are ill or injured, and you feel compelled to be by his or her side. However, if your pet is being cared for in a hospital, your pet’s rest and treatment must be balanced with your desire to visit. Ask the hospital when you will be able to visit your pet. Most hospitals will ask you to schedule your visit so that they are able to make sure to have your pet’s treatments done for that time period. This allows the veterinary technicians and doctors to be sure your pet is getting the treatments, medications, and procedures at the time he or she needs them.

When are you able to visit your pet? (visiting hours and days)

Do I need to call ahead to schedule visits?

It is not uncommon for families to have limited visits due to the severity of the condition of your pet or due to the treatments that are needed. Your veterinary team understands how important it is that you are able to visit with your pet. If you have to keep your visits brief, you can inquire if it would be possible to visit your pet more frequently. Typically a patient visit will take place in an examination or comfort room, and the length of the visit will depend on the condition of your pet. The veterinary team will take the lead on how long this visit should last, typically from 10–30 minutes.

If your pet is in critical condition, the visit may need to occur back in the treatment area or ICU where your pet is being hospitalized. This is nearly always true of animals that must receive oxygen therapy. Typically the family can visit for a short time, perhaps 10 minutes or less, and you will be escorted back to your pet by a member of the veterinary team. While in this environment, realize that there will be other patients that will be receiving care and treatment, so your cooperation may be necessary if a staff member has a request. The veterinary team is also bound by client and patient confidentiality to not discuss other cases with you and/or your family.

Describe how your pet has been like a child to you and/or your family:

___________________________________________________________________________

___________________________________________________________________________

___________________________________________________________________________

___________________________________________________________________________

___________________________________________________________________________

___________________________________________________________________________
Hospitals will often allow you to leave blankets and toys from home with your pet. We would caution you to avoid leaving anything of personal value with your pet. Frequently, bedding and toys get soiled and need to be washed, and sometimes get lost or damaged in the process.

When you and your family visit, your pet may indicate excitement at your arrival and presence. You have such a special bond with your pet that it is natural for him or her to be excited to see you when you visit! When pets are excited they often momentarily forget how sick they feel. This behavior is a good gauge for the veterinary team to use to monitor your pet’s attitude over time; however, keep in mind that your pet may be so pleased to see you that they overcome their surroundings and appear more energetic than may be normal when you are away. Therefore, always ask how your pet is doing the other 23.5 hours you are not with him or her, and understand that this is the majority of the time and a reflection of your pet’s true progress. This questioning will give you a better sense of how your pet is feeling throughout the day. In the Appendix section, you can use the Hospital Visit Checklist to document how the veterinary team believes your pet is feeling.

Do you expect to or already know you are experiencing signs of caregiver compassion fatigue?

How are you/will you care for yourself during this difficult time?

I wish people would realize that animals are totally dependent, helpless, like children; a trust that is put upon us.

— James Herriot
Compassion Fatigue

Whether you are caring for your pet full time in your own home, or visiting your pet as much as possible while hospitalized, the illness or injury of your pet will take an emotional toll on you and your family. This exhaustion can go beyond physical depletion and affect your mood, morale, and ability to care for yourself. Compassion Fatigue has been called the “cost of caring” for these reasons.

Compassion is a deep awareness of the suffering of another, coupled with the wish to relieve it. Fatigue is the mental weariness resulting from exertion that is associated with attending to the emotional and physical pain of others. (Figley & Roop, 2006)

The symptoms of compassion fatigue include bottling up emotions, isolation from others, sadness and/or apathy, lack of interest in selfcare practices, reoccurring nightmares or flashbacks, persistent physical ailments, and difficult concentrating, being mentally tired, and thus prone to accidents. (Smith, 2008)

Caregiver Resources

We have put together a special list of resources for you, the caregiver, that can help you through this time with your pet. Please refer to these resources to find the physical strength and emotional fortitude to provide for both you and your pet. It is only by taking care of ourselves, that we can find the stamina to care for those we love. (List provided by Ann P. McClenaghan, BS, CVT)

Resources

Colorado State University, Argus Institute for families and Veterinary Medicine
300 W. Drake Road, Fort Collins, Colorado, 80523
http://csuvth.colostate.edu/diagnosticandsupport/argus/

Pets Living with Cancer: A Pet Owner’s Resource

Smiling Through Your Tears: Anticipating Grief
Hodgson, Harriet and Lois Krahn, MD. 2004
North Charleston, South Carolina: BookSurge LLC. | www.booksurge.com

The Caregiver’s Book: Caring for Another, Caring for Yourself
Miller, James E. 2008 | Fort Wayne, Indiana
Willowgreen Publishing | www.willowgreen.com

Kindred Spirit, Kindred Care: Making Health Decisions on Behalf of Our Animal Companions

To Weep for a Stranger: Compassion Fatigue in Caregiving
Smith, Patricia. 2009 | Healthy Caregiving, LLC.
www.compassionfatigue.org

Trauma Stewardship: An Everyday Guide to Caring for Self While Caring for Others
Van Dernoot Lipsky, Laura and Connie Burk. Forward by Jon R. Conte, PhD. 2009

This is courage... to bear unflinchingly what heaven sends.

– Euripides
Quality of Life Scale *(The HHHHHMM Scale)*

Pet caregivers can use this Quality of Life Scale to determine the success of pawspice care. Score patients using a scale of 1 to 10.

<table>
<thead>
<tr>
<th>Score</th>
<th>Criterion</th>
</tr>
</thead>
<tbody>
<tr>
<td>H: 0 - 10</td>
<td>HURT – Adequate pain control, including breathing ability, is first and foremost on the scale. Is the pet’s pain successfully managed? Is oxygen necessary?</td>
</tr>
<tr>
<td>H: 0 - 10</td>
<td>HUNGER – Is the pet eating enough? Does hand feeding help? Does the patient require a feeding tube?</td>
</tr>
<tr>
<td>H: 0 - 10</td>
<td>HYDRATION – Is the patient dehydrated? For patients not drinking enough, use subcutaneous fluids once or twice daily to supplement fluid intake.</td>
</tr>
<tr>
<td>H: 0 - 10</td>
<td>HYGIENE – The patient should be brushed and cleaned, particularly after elimination. Avoid pressure sores and keep all wounds clean.</td>
</tr>
<tr>
<td>H: 0 - 10</td>
<td>HAPPINESS – Does the pet express joy and interest? Is the pet responsive to things around him or her (family, toys, etc.)? Is the pet depressed, lonely, anxious, bored or afraid? Can the pet’s bed be close to the family activities and not be isolated?</td>
</tr>
<tr>
<td>M: 0 - 10</td>
<td>MOBILITY – Can the patient get up without assistance? Does the pet need human or mechanical help (e.g. a cart)? Does the pet feel like going for a walk? Is the pet having seizures or stumbling? (Some caregivers feel euthanasia is preferable to amputation, yet an animal who has limited mobility but is still alert and responsive can have a good quality of life as long as caregivers are committed to helping the pet.)</td>
</tr>
<tr>
<td>M: 0 - 10</td>
<td>MORE GOOD DAYS THAN BAD – When bad days outnumber good days, quality of life might be compromised. When a healthy human-animal bond is no longer possible, the caregiver must be made aware the end is near. The decision needs to be made if the pet is suffering. If death comes peacefully and painlessly, that is okay.</td>
</tr>
</tbody>
</table>

*A total >35 points is acceptable for a good pawspice*

*Adapted by Villalobos, A.E., Quality of Life Scale Helps Make Final Call, VPN, 09/2004, for Canine and Feline Geriatric Oncology Honoring the Human-Animal Bond, by Blackwell Publishing, Table 10.1, released 2006.*
### Hospital Visit Checklist

<table>
<thead>
<tr>
<th>Date of Hospital Visit</th>
<th>Additional Questions</th>
<th>Urination/ Bowel Movement</th>
<th>Appetite/ Drinking</th>
<th>Attitude/ Demeanor (Better/Worse?)</th>
</tr>
</thead>
</table>

### “Good Days, Bad Days” Chart

<table>
<thead>
<tr>
<th>Type of Day</th>
<th>Date</th>
<th>Saturday</th>
<th>Friday</th>
<th>Thursday</th>
<th>Wednesday</th>
<th>Tuesday</th>
<th>Monday</th>
<th>Sunday</th>
</tr>
</thead>
<tbody>
<tr>
<td>BEST THING</td>
<td></td>
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<td></td>
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</tr>
</tbody>
</table>

**PHOTOCOPY IF ADDITIONAL PAGES ARE NEEDED.**
An OVRS Commitment

The health of our patients is our top priority. We will always work in close partnership with the referring veterinarian to promote the best course of care.

Our Location
1400 South Telegraph Road
Bloomfield Hills, MI 48302

Contact Information
Toll Free: (866) 334-6877
Phone: (248) 334-6877
Fax: (248) 334-3693
E-mail: info@ovrs.com
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