SEPTEMBER 25, 2023

# NMK COMMITMENT DOCUMENT: HANDBOOK OF SHARED VISION, POLICIES & PROCEDURES

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# Handbook of NMK Shared Vision, Policy & Procedures

Welcome to NMK!

The following handbook provides a copy of our Shared Vision, followed by an extensive list of the acceptable NMK Policies and Procedures. Please read this information, and if you are unsure of any of the information contained within, it is your responsibility to clarify this with Management. Please initial and date each page of this document to acknowledge that you have read, understood and agree to abide by the policies and procedures contained within.

A copy of all NMK Policies is accessible in the accompanying **Appendix** to this document. Copies can also be accessed within the Induction section of the Intraknot (our online NMK Induction and Resources portal), and electronic copies can also be accessed within each team member's online Employment Hero HR account.

Whilst this is not a subject that we wish to promote, it is important to note that a breach of any of the following policies and procedures may result in a written warning and/or termination of your contract or employment agreement with NMK as per your signed agreement.

***Disclaimer:*** *All information contained within this document remains the intellectual property of No More Knots Pty Ltd and affiliated entities (NMK). As such, the content within must only be used by employees and contractors of NMK (collectively known as NMK Team Members). Upon the event that a NMK Team Member's agreement with NMK is terminated, any and all information relating to NMK must be returned by the Team Member within 24 hours, and access to NMK online resources such as the Intraknot will be immediately removed.*

**NMK Shared Vision & Commitment**

This document is more than a simple collection of policies, procedures and words on a page …. This business has been successful because of the efforts and commitment of the people who have come before us, and the current team members who have been with NMK for many years.

The final page of this document contains a reference to *The Commitment* that all NMK Team Members undertake when they join us.

Reading and then signing this final page is a clear indication that you are committed to working alongside your NMK teammates, including Management, Reception and the Therapy Team, in pursuit of the ideal workplace for all - a supportive environment emphasising continuous personal & professional improvement & exceptional delivery of remedial massage & myotherapy services.

At NMK we aim to display the attitudes, behaviours & standards contained within the NMK Shared Vision every single day, and we look forward to bringing you on this journey with us.

# <u>Our NMK Shared Vision:</u>

***Created November 2015 by the NMK Therapist & Reception/Support Team***

*At No More Knots we each try to be the person we would like to meet when we arrive at work. We build strong long-term relationships with our clients and with our colleagues. Our clients are valued and welcomed. They receive treatments tailored to their needs, goals, comfort and desired outcomes. We educate our clients in ways that help them long term. They are included in the progress and outcomes of their treatment plan. We provide an environment where each client is safe, relaxed, comfortable and prioritised.*

*Our positive culture promotes a healthy work/life balance, and we help each other in whatever way that we can. There is transparency and open dialogue between all of us. This helps us to be more effective and positive in undertaking our individual roles and responsibilities. We respect each other's decisions and life choices. Together we are committed to achieving excellence and consistency in client treatments. We share effective interpersonal skills and have a strong sense of empathy for our clients. They know that we go the extra mile for them.*

*Staff at No More Knots are knowledgeable, confident, personable and honest. There is value in every treatment. We are committed to ongoing learning and we keep up-to-date. Each of us welcomes regular feedback through check-ins with therapists, receptionists and management to review how we feel we are going. Similarly we keep our clients updated on their goals and progress through regular reviews. We understand their goals and help them redefine into the longer term.*

*We donate and volunteer our time and skills to worthy causes. We take our services out to members of the community who would not ordinarily access what we do here at the Clinic. Our business supports volunteering by staff in their areas of interest.*

*The No More Knots environment is about learning, growing, educating and empowering everyone. Each day reminds us why we love what we are doing.*

# 1. Key NMK Contact Information & Acknowledgement of Country

No More Knots currently operates from three (3) clinic locations:

### *1.1 Greenslopes Clinic*

85 Juliette St
Greenslopes QLD 4120
T: (07) 3891 6555
W: www.nomoreknots.com.au

### *1.2 Newmarket Clinic*

285 Enoggera Rd
Newmarket Qld 4051
(07) 3356 1111
W: www.nomoreknots.com.au

### *1.3 Taringa Clinic*

215 Moggill Road
Taringa QLD 4068
T: (07) 3720 8881
W: www.nomoreknots.com.au

### *1.4 NMK Management & Clinic-Specific Contact Information*

*** Contact details below are to be saved to each Team Member's phone upon commencement at NMK ***

| Name | Mobile | Email |
|---|---|---|
| Thea Dillon – General Manager (& Taringa PM) | 0481 944 960 | thea@nomoreknots.com.au |
| Emma Murdoch – Admin Manager | 0468 542 133 | emma@nomoreknots.com.au |
| Matt Parry – Practice Manager (Greenslopes) | 0413 354 643 | matt@nomoreknots.com.au |
| Ingrid Murphy – Practice Manager (Newmarket) | 0412 835 954 | ingrid@nomoreknots.com.au |
| Nathan Jones – NMK Training Co-ordinator | N/A | nathan@nomoreknots.com.au |
| No More Knots Clinic (Greenslopes) | 07 3891 6555 | greenslopes@nomoreknots.com.au |
| No More Knots Clinic (Taringa) | 07 3720 8881 | taringa@nomoreknots.com.au |
| No More Knots Clinic (Newmarket) | 07 3356 1111 | newmarket@nomoreknots.com.au |

### *1.5 NMK Acknowledgement of Country*

*NMK Acknowledges the Traditional Custodians of the Land on which we conduct our business, and pay our respects to their Elders past, present and emerging. We extend that respect & thanks to Aboriginal & Torres Strait Islander peoples who currently utilise our services.*

# 2. Communication with Therapists & Clients

### *2.1 Start Time Reminders & Current Mobile Phone Details*

**Therapists are responsible for checking their own start times for each rostered session / shift.**
MindBody, our Practice Management System, allows therapists to check their schedules online remotely. If for some reason it is not possible to access this schedule, Therapists are expected to phone reception to confirm their start time. Therapists should always assume they will be starting at the time at which they are rostered to start.

If there are any changes on the day resulting in an earlier start, reception will either call or text the therapist to inform them of the change. If reception is unable to speak directly to the therapist, they will request that the therapist call the clinic to confirm that they have received the amended start time.
** The only exception here is if there is an online booking made on the same day as the therapist's first appointment of the day (see **clause 2.1.1 below**).

To ensure that team members are contactable in a timely manner, it is the responsibility of each team member to provide NMK with a current mobile phone contact number. NMK will keep this contact information private, using it only for essential communication directly with the therapist. There should be no reason for NMK to share personal contact information to any other entity for any other purpose, however if this is deemed necessary NMK will always obtain the permission of the relevant team member/s before sharing this information.

#### *****2.1.1 Online bookings made on the same day***

There is a 3hour notification window for online bookings via MindBody. Please note that it is the responsibility of the therapist to ensure that they are proactive in checking their MindBody schedule in case an online appointment is scheduled as the first appointment of the day, and reception has not seen it and had the opportunity to notify the therapist.
A 3hour timeframe is greater than every team member's minimum notice time (explained below in 2.2), and so there should be plenty of time for a therapist to check their schedule and transit to the clinic under these circumstances.

### *2.2 Minimum Notice Time*

It is the responsibility of each Therapist to advise NMK of the minimum notice required for them to prepare for and transit to the clinic so that suitable time is made available if an appointment is booked at short notice, and therefore a change occurs at short notice to a Therapist's start time. This minimum notice time is documented in each Therapist's contractor's agreement and reception also has a record of these notification times within each Therapist's MindBody profile.

On each Therapist's rostered NMK days, it is **essential** that reception/admin/management can schedule appointments in accordance with the agreed minimum notice time, and is able to contact the Therapist in a timely manner. On these days, Therapists must have an active voicemail service / sms service on their mobile phone which they check frequently, and have their mobile phone switched on and with them. If on the day of a rostered shift, a therapist's minimum notice time or official start time changes unexpectedly at short notice (eg – the therapist is unwell) the process for a Therapist to follow in notifying NMK is documented below, and is essentially the same as for **Sick days / Emergency time-off (Section 15):**

**1.** Phone the PM/relevant Manager to advise them of the situation and that the available start time / work availability has changed.

**2.** If PM/Manager does not answer the call, send an sms explaining the circumstances, and request a call back asap.
**3a.** If it is **outside of business hours** and there is no response **within 5 minutes, call/sms the GM.**
**3b.** If it is **inside business hours,** call the CC/reception at the practice directly, explain the situation, request that a tentative block is placed on the diary accordingly. Advise that a message has been left with relevant manager and request that reception follow-up with Manager as needed to ensure that further decisions surrounding diary management are approved by and facilitated in accordance with the relevant manager in a timely manner.
**4.** If it is **outside business hours** and the GM doesn't respond, then contact the Admin Manager, and failing that, contact another PM.

**If a therapist fails to arrive at the clinic at their appropriate start time when all attempts have been made by No More Knots to contact them, they accept that they may incur a financial penalty if a discount has been given to a client by way of apology.**

### *2.3 Email Communication to Therapist Personal Email*

Due to the nature of the business, NMK therapists are often in treatment and cannot be contacted in person. Therefore, NMK relies heavily on email for important communication to and from therapists/contractors. It is essential that all NMK therapists have a personal email account which is checked frequently.
It is expected that **therapists will respond to and acknowledge all emails sent by No More Knots within 48 hours** of receiving them (with the exception of weekends or during periods of annual leave). Failure to adhere to this may result in a written warning.

### *2.4 Other means of Electronic Communication at NMK*

NMK has established the following means of delivering communication to our team:

1. Private Facebook groups for each clinic team, the admin/reception team, and the entire NMK Therapist group. This platform is designed for non-urgent team announcements such as NMK anniversaries, birthdays, welcoming of new team members, and invitations to inhouse training sessions specific to each clinic. Intermittent non-urgent team updates are also delivered into these groups, and from time to time NMK may use this platform to live stream team meetings as needed through the NMK Therapist Facebook private group.
2. Facebook Messenger groups have also been established for each clinic group to facilitate urgent group communication at short notice to NMK team members. It is recommended that all team members join the relevant group/s to ensure they have ease of access to relevant information in a timely fashion.
3. For urgent updates/information, NMK Management will send information to relevant team members via:
    a. Facebook Messenger groups detailed above, and
    b. SMS messages (to the mobile number you have supplied us) via our MindBody software.

As per Section 1.1, please ensure that the mobile phone number you have supplied NMK is current. The Practice Manager & Clinic Coordinator at each clinic can assist Team Members with gaining access to the private Facebook groups and Messenger groups for NMK.

### *2.5 NMK Communication with Clients*

#### *2.5.1 NMK Communal Therapist Email Accounts*

There is a communal email Outlook mailbox at each clinic readily accessible for all team members to send and receive NMK-related correspondence in order to facilitate client management. This may include recommended home exercises, advice or referral information. The Intraknot, our internal online information portal contains the process to follow and a number of templates that may be used for this purpose (link = https://www.nmkintraknot.info/client-email-template).

The inbox for this communal therapist account must be checked by each therapist on the days that they are rostered in clinic, and appropriate responses actioned in a timely manner.

There are separate email addresses & authentication security access information for each clinic, with a communal mobile phone or tablet device housed at each reception to act as the authentication device.

The email address and authentication information for each location is as follows:

Greenslopes: therapists@nomoreknots.com.au ; Password: (refer to PM, CC or AM)
Taringa: TNMKTherapists@nomoreknots.com.au; Password: (refer to PM, CC or AM)
Newmarket: NNMKTherapists@nomoreknots.com.au; Password: (refer to PM, CC or AM)

**Remote access to NMK therapist email account:** Therapists are able to set up remote access to the relevant communal email account on their own devices as follows. NB - Once this process is completed you will need to re-authenticate your access every 30days.

1. Go to https://www.office.com/. At the top right, go to “log in” and enter the appropriate email address for your clinic. Eg, for Newmarket, enter “NNMKTherapists@nomoreknots.com.au”.
2. It will ask for the password which your PM or CC can provide.
3. You will be asked to open the Authentication app and enter a code. NB – this code can only be obtained from the authentication device that is housed at reception, so you will be required to either action it while in clinic or call the clinic within working hours, and ask the receptionist to tell you the number on the tablet to authenticate your device.
4. Once authenticated you should be able to see and send emails.

These accounts are to be used for ALL correspondence with NMK clients, other health practitioners and referral partners. Under no circumstances should personal email accounts be used for this purpose. Failure to adhere to this will result in a written warning or contract termination depending on the extent and context of the policy breach.

### *2.5.2 NMK SMS Communication with Clients*

NMK reception uses our MindBody SMS service to contact clients for booking confirmations & other bookings/appointment-related reasons (eg – rescheduling of an appointment at short notice). If you like to use this SMS service to notify certain clients that you have sent them a check-in or follow up email via the NMK Therapist email, we can facilitate this. The steps to be followed here are:

1. Email your PM to gain approval for this to be actioned. Your PM will need to know which clients and why you would like to have them contacted via SMS.
2. We have a simple SMS template that may be used for this purpose. A copy of this can be found here & in the Intraknot:

*“Hi <<client’s first name>>,*
*It's the team at No More Knots <<clinic location>>. We’re sending a quick sms to let you know that your Therapist, <<therapist’s first name>> has just sent you an email to check-in with you.*

*Please respond to the email from <<therapist’s first name>> if you have therapy-specific questions. For bookings or anything else appt related, pls contact the clinic on <<clinic ph number>> or go to www.nomoreknots.com.au.*

*We look forward to seeing you soon!*
*Have a great day, NMK 😉"*

3. Once your PM has provided approval please email your Clinic Coordinator (CC) via the reception email address (copy in your PM) with the list of clients to be sent a follow up / check-in SMS.

**Under no circumstances should personal mobile phones used for this purpose. Failure to adhere to this will result in a written warning or contract termination depending on the extent and context of the policy breach.**

### *2.6 NMK Social Media Policy*

At NMK it is important that our team has a clear understanding of their legal and ethical obligations in relation to the use of social media and applies this understanding in accordance with our attached **Social Media Policy** (**see Appendix 1**).

For clarity, NMK defines social media is an umbrella term referring to computer-based technologies that facilitate the creation and sharing of information, ideas, interests, opinions, images, video, advertising and other content through online communities and networks.

It can broadly be categorised into:
• social networking (e.g. Facebook, Twitter)
• professional networking (e.g. LinkedIn)
• discussion forums (e.g. Reddit, Whirlpool)
• media sharing (e.g. YouTube, Flickr, Instagram, TikTok, SnapChat)
• chat (e.g. Facebook messenger, Whatsapp, WEChat)
• blogs and microblogs (e.g. Tumblr, Blogger, Weibo)
• knowledge/information aggregation (e.g. Wikipedia)
• virtual reality and gaming environments (e.g. Second Life, Fortnite)
• booking sites and apps (e.g. HealthEngine, Whitecoat, Podium)
• online conferencing, learning and webinars (e.g. Zoom, GoTo Webinar, Adobe Connect).

Social media does not include direct client communication such as emails, sms and newsletters. Social media is used by NMK to promote our services, publish information about our business, engage in professional networking and education, provide client education and resources, distribute evidence-based information about our services, and disseminate public health messages. Our team is also encouraged to utilise social media for these purposes, provided that they adhere to industry standards and our NMK Social Media Policy.

The use of social media at NMK presents potential risks to both team members and clients. These risks include:
• reputational damage
• misrepresentation of services and likely outcomes from treatment
• violation of professional boundaries

• distribution of poor-quality information and misinformation
• unlawful disclosure of confidential information and breach of privacy laws
• breach of statutory Codes of Conduct and other legislated requirements
• posting of offensive, bullying, harassing and discriminatory material
• misuse of intellectual property and breach of copyright.

Our NMK team must ensure that all communication on social media is consistent with evolving statutory requirements and with their obligation as health care practitioners to provide safe and ethical care.

The range of statutory requirements, specific legislation & privacy principles that relate to our industry and team at NMK are clearly outlined in our **NMK Social Media Policy**. **Any team member who breaches our NMK Social Media Policy may be subject to disciplinary proceedings and potential termination of their position with NMK.**

# 3. Uniforms & Personal Grooming

### *3.1 Uniform Guidelines*

All Team Members are required to wear a NMK endorsed uniform shirt.
Employees are provided with up to 3 NMK uniform shirts depending on the number of days that they are working at NMK as follows:

- For 1 day/wk, 1 shirt.
- For 2 days/wk, 2 shirts if working 2 consecutive days, 1 shirt if working non-consecutive days.
- For 3 days/wk, 3 shirts if working 3 consecutive days, 2 shirts if working non-consecutive day/s.
- For more than 3 days, 3 shirts.

Additional NMK shirts over and above this provision may be purchased by each Employee as per the terms below.

Contractors are required to purchase a sufficient number of NMK "contractor" uniform shirts according to the frequency of NMK shifts. For example, if a therapist works one day per week they will only need to purchase one uniform shirt. The cost of uniform shirt/s will be deducted from each contractor's first invoice. All other clothing items (see below) are to be purchased at the team member's expense.

- **Cost of New NMK Uniform Shirts:** $35/shirt (including GST).
- **Cost of Returned (Second Hand) NMK Uniform Shirts:** $20/shirt (including GST) if available*
- **Uniform Laundering:** NMK Team Members are personally responsible for the laundering of all uniforms. The Therapist's uniform must be clean, ironed and worn neatly at all times while representing No More Knots.
- **Shorts/Long Pants** must be black, a minimum of knee-length and may be of any cut provided they are practical, not "provocative" in nature, and approved for wear by management. These are to be purchased or tailored by therapists/contractors at their own expense.
- **Shoes** must be closed-in, black, clean, odour-free, and conducive to ideal foot and body posture and working biomechanics. If socks are visible they must be black. Thongs, sandals or other open-toe footwear is not acceptable.
- **Return of Uniform Shirts to NMK:** Should your position at NMK be discontinued, all NMK branded uniforms are to be returned to NMK to ensure they are not placed in charity bins or used in an inappropriate fashion. There are no refunds provided for returned shirts. A receipt for the original purchase of the uniform can be collected from reception once payment has been made and should be considered as a deduction on your tax-return for the relevant financial year.
- **Returned Uniform Shirts*:** If available in the appropriate size & in good condition, returned NMK shirts will be made available for purchase to new team members at the reduced cost listed above. If a returned shirt is not suitable for use, NMK will organise and pay for the appropriate disposal of the item.

### *3.2 Other Personal Grooming*

- **Jewellery** is to be kept to a minimum. Bracelets, rings or watches that may scratch clients or present as a hygiene risk during hands-on treatment are not allowed. Excessive body piercing is not allowed.
- **Hair** should be kept clean and neatly groomed at all times. Long hair should be tied back. Facial hair must be kept trimmed, neat & tidy at all times.
- **Fingernails** must be trimmed and filed short at all times. This ensures that the client is not scratched during treatment and decreases the chances of bacteria collecting under the fingernails.
- **Skin** must be clean at all times. Hand washing facilities are provided at all clinics. Hands must be washed before and after every consultation for both therapist and client safety.
- **Personal hygiene** - Therapists are in close contact with clients so it is vital that personal hygiene (ie - breath and body odour) be kept under control. Appropriate (but not overbearing) deodorant and breath freshening

measures must be taken. There is a supply of deodorant, toothpaste and mouthwash kept at each clinic for emergency use by therapists should they need or require.

# 4. Informed Consent For Treatment

### *4.1 Client Consent for treatment*

All clients attending NMK must provide written consent for treatment prior to their initial treatment session, plus verbal consent on every subsequent treatment/consultation. Verbal consent must be documented by the Therapist. For any clients under 18 years of age, consent must also be provided by a parent/guardian (and there must be a parent guardian in attendance for the consultation).
Clients may revoke their consent at any time via communicating this wish with their Therapist. At which time, treatment shall cease.

### *4.2 Informed Consent for Myofascial Dry Needling, Myofascial Cupping, Intra-Oral Treatment & Pregnancy Massage.*

Given the risks associated with these specific techniques, NMK has additional standalone Informed Consent Forms for each of these treatment types. All clients exposed to this treatment technique must sign to indicate that they give consent. Hard copies of all NMK Consent Forms are available onsite at each clinic or may be emailed out the client via an online form accessible within MindBody.

A copy of each consent form can be found in **Appendix 1** of this document.

### *4.3 Dry Needling Policy*

Given the risks associated with Myofascial Dry Needling, NMK has created a Dry Needling Policy that must be acknowledged & adhered to by all team members who are providing this technique as a component of their service delivery at NMK. In addition to signing this policy in acknowledgement and agreement, team members must correctly answer a number of Dry Needling-specific questions contained within the policy in order to gain approval to administer this technique at NMK.

A copy of the NMK Dry Needling Policy Document can be found in **Appendix 2** of this document.

# 5. Appointment Policy

### *5.1 Cancellations & Missed Appointments*

Cancellation of appointments by clients can be frustrating and have a significant effect on each clinic and team members. Our Cancellation & Appointment Rescheduling Policy has been put into place to overcome the financial burden of late cancellations and to encourage clients to either attend their appointment or give adequate notice. This Policy is clearly displayed on our New Client Form & each client must sign this form to acknowledge that they are aware of the policy, and are in agreement with it.

*"APPOINTMENT POLICY*

- *If you need to postpone or cancel your appointment, we require at least* ***4 BUSINESS HOURS NOTICE.***
- *If you cancel or postpone your appointment within 4 business hours you will be charged* ***25% of the total appointment cost.***
- *If you do not show to your appointment you will be charged* ***50% of the total appointment cost.***
- *If you are late to your appointment, you are still liable to pay the full cost for the appointment time that was reserved.*
- *If you regularly do not show to your appointment, you may be asked to pay a non-refundable deposit for future bookings before they are accepted. Failure to pay appointment deposits will result in your appointment being cancelled.*

***We understand that sometimes life gets in the way and you may be unable to attend your appointment. No matter how soon or far away your appointment is, if you are aware that you may be unable to attend please call us to reschedule.***

*****CONFIRMATION MESSAGES ARE SENT 2-DAYS PRIOR TO APPOINTMENTS, AND UNCONFIRMED APPOINTMENTS ARE CONTACTED DIRECTLY VIA PHONE THE DAY BEFORE. UNCONFIRMED APPOINTMENTS ON THE DAY ARE AT RISK OF BEING CANCELLED**"***

Initial offenders are generally given a reminder of the policy and a warning and advised that the policy will be enforced in future. Reception will take into account all circumstances around the cancellation or appointment change to ensure that the enforcement of our policy is fair and reasonable. This policy is in place to protect our team and business from repeat offenders; however, there may be scenarios where the enforcement of a fee for breach of our policy is unreasonable, and the fee will be waived in these circumstances.
All therapists/contractors have the capacity to discuss with reception/management regarding waiving the appointment fee for their client if they believe there was a valid reason. If the client is a regular, the therapist may have insight into their personal circumstances and history that may have had an impact on their reason for cancelling that reception may not be privy to.
Late cancellations and no-shows to appointments must be recorded on the client's file to anticipate a client who regularly breaches our appointment policy.

To re-iterate, the steps followed to action NMK's cancellation & appointment rescheduling policy are as follows:

- Cancellation outside 4 business hours of appointment time: no charge
- Cancellation within 4 business hours of their appointment time: 25% of fee is charged. NB – First time offenders are given a warning & reminded of the policy and that it will be enforced in future.
- No show – 50% of the fee is charged.
- 2 or more late cancellations, late reschedules or missed appointments: we may ask for a non-refundable deposit to be paid by the client before future bookings are accepted. This requires a phone conversation with the client where the deposit will be taken and the situation clearly explained.

#### *5.1.1 Pregnancy Massage-related Appointment Policy.*

For Pregnancy Massage Clients we have slightly modified the wording of the Appointment Policy given that there is a greater chance that a pregnant client may have an emergency that requires late cancellation or rescheduling of an appointment. We are aware of the need to be flexible, caring and reasonable under these circumstances. This Policy is clearly displayed on our online Pregnancy Massage Client Forms & each client must sign this form to acknowledge that they are aware of the policy, and are in agreement with it.

*"APPOINTMENT POLICY*

- *If you need to postpone or cancel your appointment, we require at least* ***4 BUSINESS HOURS NOTICE.***
- *If you cancel or postpone your appointment within 4 business hours you will be charged* ***25% of the total appointment cost.***
- *If you do not show to your appointment you will be charged* ***50% of the total appointment cost.*** *If you are late to your appointment, you are still liable to pay the full cost for the appointment time that was reserved.*
- *If you regularly do not show to your appointment, you may be asked to pay a deposit for future bookings before they are accepted. Failure to pay appointment deposits will result in your appointment being cancelled.*

***In saying this, we understand things can change day-to-day with pregnancy and we want you to feel supported in your journey while seeking treatment. If something happens during your pregnancy and you are no longer able to attend your treatment within 4 business hours, please call us to discuss the situation and we can look at how best to support you moving forward. If you miss your appointment & fail to contact us you will be charged a 50% fee.***

***CONFIRMATION MESSAGES ARE SENT 2-DAYS PRIOR TO APPOINTMENTS, AND UNCONFIRMED APPOINTMENTS ARE CONTACTED DIRECTLY VIA PHONE THE DAY BEFORE. UNCONFIRMED APPOINTMENTS ON THE DAY ARE AT RISK OF BEING CANCELLED**"*

### *5.2. Payment of Contractors for Cancellations / Missed Appointments*

Unfortunately, Contractors are unable by law to receive payment for Cancellations or Missed Appointments, because they are not delivering an actual service. This means that our Contractors do not get paid if a cancelled appointment us not filled with another booking, or if there is a missed appointment.

This is why NMK makes every effort to proactively message/call our clients in advance to confirm their attendance at appointments, and proactively communicate our cancellation policy. This includes informing clients that if they do not attend an appointment or cancel late and the appointment cannot be filled, our contractors are significantly and directly financially impacted.

### *5.3 3rd Party Arrangements Policy (eg – Medicare, NDIS, WorkCover, DVA)*

The Following Policy is displayed on our New Client Forms:

*"If you are seeking treatment or management at NMK for a condition or injury through a 3rd party payment arrangement such as Medicare, DVA, NDIS, or WorkCover, please be aware that it is the policy of NMK that should your claim be declined, you are personally responsible for payment of any accounts."*

All clients who are receiving services at NMK that are to be paid for by a 3rd Party must sign this form to acknowledge that should the 3rd Party decline the payment, they are in agreement with accepting personal liability for payment of all accounts.

# 6. MindBody – Our Practice Management System.

As already stated, MindBody is the name of the Practice Management Software that we use at NMK. If you have no experience with this program, please see below for a few tips on basic functionality, and refer to the Intraknot for additional resources, including detailed videos of step-by-step practical examples (link = https://www.nmkintraknot.info/copy-of-treatment-notes).
If you require further assistance, your PM or CC can help show you the basics on MindBody.

Since you are responsible at times for rebooking current clients, and for completing your Clinical Treatment Notes & Treatment Plans (SOAP Notes) in MIndBody, it is paramount that you feel confident using the program.

### *6.1 Accessing MindBody*

When using MindBody in clinic on the provided communal computers, there will be a communal therapist login and password available and (usually) clearly displayed on the computer. If this is not clearly located, your PM or CC will be able to provide these details for you.
In addition, each Team Member is assigned their own MindBody login details when they are added to the diary. The Username and Password that has been assigned to you can be found in your user profile in MindBody. If you misplace this information you will be unable to login remotely, so please go to your PM, CC or the AM for assistance.

When operating MindBody on the communal computers in clinic, please use the clinic login, rather than your own personal login to MindBody.

### *6.2 Making an Appointment on MindBody – Rebooking a Current Client*

1. Select the arrow on the upper left-hand side of the screen to display the calendar and then select the requested date.
2. Go to the column of the requested therapist and choose the requested time.
3. Select the requested time on the therapist's availability (ensure appointment fits in with therapist's diary and breaks). Appointment availability has been pre-set based on the therapist's preferences. Should any of these break times require adjustment in order to fit in a requested appointment, approval must first be gained from the relevant therapist.
4. In the text box to the left of screen type in the client's full name and hit ENTER, choose client from list. (Appointment type options will display below this to left of screen).
5. Select type of service and select the tick box (Therapist's Name) requested.
6. Add any notes about the appointment in the Notes box (try to keep this short and precise but understandable).
7. Select *BOOK* at bottom left of screen once you have confirmed the time, date and duration with your client.

### *6.3 Clinical Treatment Notes & Treatment Plan (Writing client (SOAP) notes)*

It is a legal requirement of our industry that Clinical Treatment Notes (including a Treatment Plan) are completed for **every consultation**. As a result, non-completion or partially completed SOAP notes that do not contain a Treatment Plan will not be accepted at NMK.
**In addition, contracted Therapists are unable to invoice for treatments where SOAP notes have not been completed in accordance with the below requirements.**

** As per the relevant terms within each Team Member's Contractors Agreement (Clause 15) or Employment Agreement (Schedule 3.1 Clause 12), all clinical treatment notes for NMK Clients:

- must be completed at the time of the treatment/consultation, or as soon as possible afterwards; (At NMK we allow a maximum post treatment timeframe of 48hours (ie – 2days) for completion of clinical treatment notes).
- must be completed in English, be comprehensive, accurate and completed to a legible, easily understood, professional standard;
- must display written evidence that verbal approval for the treatment plan and techniques administered was obtained prior to commencement of treatment; (NB – in addition, written consent will be obtained for all new clients and for clients where 6months or longer has elapsed since their previous visit, on an annual basis for ongoing client management, and for dry needling, myofascial cupping and intra-oral treatment);
- must be initialled and dated by the treating Therapist at the time of completion.
- must clearly identify the client and the services or goods provided;
- are to be completed & saved in MindBody & once completed, must not be deleted or edited/tampered with. If an amendment is required, a new entry must by created as an additional note, and reference made to the applicable previous note.
- are to be completed & saved in MindBody & once completed, must not be deleted or edited/tampered with. If on the rare occasion that an amendment is required at a later time, MindBody will not allow a new/additional note to be created without another specific appointment being booked, so an additional note will need to be made on the original SOAP note, and the amendment clearly explained, initialled and dated by the therapist. The original SOAP note entry must not be deleted or edited, and the new note must be added in the additional notes section.
- Must detail:
    - relevant medical and health history, including allergies, previous and current medication and illness, details of previous treatment and referrals;
    - presenting conditions, including symptoms;
    - baseline measures, improvements and outcomes reached; and

Team members must prepare a Treatment Plan based on their professional opinion and qualifications, for each client to which they provide a treatment. The Treatment Plan must:

1. be appropriate to the particular condition with which the Client is presenting;
2. take into account:
    a. the Client’s relevant medical & health/lifestyle history;
    b. the Client's current condition/ presenting symptoms;
    c. the Client’s future health/mobility/functional requirements; and
    d. any other relevant matter following consultation with and assessment of the Client.

For each Treatment, the Clinical Notes must document:

- the date of service of Treatment;
- the provider of the service;
- the advice and instructions given;
- any referrals made and received;
- details of the type of examination performed and observations made;
- the results of diagnostic interventions or tests;
- progression of the treatment techniques / sequence provided.

These guidelines are in keeping with the regulations provided by Medibank Private / AHM Patient Records Standards, which can be referenced here:
https://www.medibank.com.au/content/dam/retail/providers/Patient%20Records%20Standards.pdf

NB – Subject to the discretion of NMK Management, given that these terms are a contractual obligation and are a key component of all therapist's Professional Code of Practice, NMK Management reserves the right to withhold payment of Therapist invoices &/or terminate relevant Employment or Contractor agreements if these terms are not met.

***6.3.1 To complete SOAP notes in MindBody:***

1. Select client's appointment on the diary. A drop-down list appears to the right of the appointment.
2. Select <SOAP NOTE>.
3. The client's SOAP notes will open on a separate screen within MindBody, including historical notes.
4. Complete the client's SOAP notes and select <SAVE & FINISH LATER> OR <SAVE AND COMPLETE>.

NB – Avoid the temptation to simply Duplicate previous SOAP notes. If you choose to select this option be aware that Health Funds do not look favourably upon this. Always take a moment to read and edit the notes so they are relevant to the current consultation.

**An example of how to write your SOAP notes. NB -** For a list of accepted abbreviations & symbols please refer to the reference lists located close to the communal computer terminals in the tearoom of each clinic.

**<u>S = Subjective</u> assessment (presented with, complained of, reason for seeking treatment, outcome desired):**
Eg. C/o HA since Thurs last wk. P is dull ache in R Cx with referral into head. c/o dizziness/blackouts cycling up mountain on Thurs.
Has not seen GP yet, but has appt this wk. HA is 4/10 now. Hx of tension & TOP upper Cx. Saw physio this morn and had Cx jts mobilised but still has HA. Requested Tx concentrate on head, neck, upper back and aim to reduce HA.
Nil meds change, activity or lifestyle changes of note.

**<u>O = Objective</u> assessment: (General / Posture; Palpation; ROM; Special Tests).**
Eg. Posture: Upper cross syndrome. Hyperkyphotic. R 1st rib elevated. R shoulder ant/ scap protracted vs L.
ROM: Decreased Cx Rotn to R. No P on Rotn. All other Cx ROM ok with no P.
Palpn: R>L SCM, scalenes, u traps, lats and pecs all ++.
Special tests: VAT test -ve; Spurlings Test -ve.

**<u>A = Action</u> (NB – must obtain and note verbal consent for treatment plan; What you did in the massage treatment, areas worked, techniques used, outcomes):**
Eg. Treatment Plan explained and verbal consent obtained from client as follows: Treat STs and joints of Csp, Tsp/thorax in prone, sidelie and supine positions using various remedial techniques.
**Treatment:**
Prone: with limited Cx ext to avoid compression of VA. TrP to subocc. Took sig time to release. Tone still high post Rx. Worked through Tx and gentle PA & transverse mobilisation of CT jts.
Sidelie: STM scalenes & Lat Cx STs with no lat flex.
Supine: MET and MFR to SCM, scalenes, lev scap, upper traps, 1st rib (bilat) & sub occ.

**<u>P = Plan</u> (NB – must date and initial completed note; recommendations for client self-care, stretches, exercises, follow up time and/or referral):**
Eg. Physio f/u within 5-7d to mobilise Cx and Tx jts.
RM r/v 7-10 days.

Rec increase water intake significantly and monitor posture at desk. Demonstrated chin tuck / deep neck flexor activation exercise to help improve head/neck position at desk. Advised call immediately if there are any Q's or probs.
**Completed:** "Date and initials of therapist"

# 7. Clinic Layout & Presentation, The Tea Room & Open/Close Procedures.

## *7.1 Cubicle / Treatment Room Presentation.*

NB – All Team Members must adhere to our ***Infection Control Policy & Procedure (Section 8)*** when completing the documented steps below. For video demonstrations of cubicle / treatment room setup documented below please refer to the Intraknot here https://www.nmkintraknot.info/clinic-tours.

### *7.1.1 Linen. (Towels / Sheets / Covers)*

Only the linen provided by No More Knots is to be used with clients.

- **Fitted Table Covers** are to be used as a base on the body of the table and the face rest. These are to be changed at least weekly. If available, instead of a washable cloth cover, aim to use a fitted cover such as those provided by Clinic Armour that can be wiped down between treatments.
- **Thin black top sheets** are used over the table cover. These must be changed by each therapist following ***EVERY*** consult, and the fresh sheet checked to ensure there are no marks or stains. Eg - white deodorant marks, client body odour etc.
- **Thin orange towels/sheets** are used to drape clients. These are changed following ***EVERY*** consult.
- **Thin black face rest cover** are used over the top of the face rest fitted cover and are changed following ***EVERY*** consult.

**NB** - Black towels may be used as an extra layer of padding if needed over the table cover. During colder months of the year therapists may choose to place an electric blanket on the table for client comfort. The electric blanket must be covered with a table cover, black towel or additional black sheet for comfort and hygiene reasons.

### *7.1.2 Cubicle / Treatment Room Setup*

Following every consultation and prior to the next client being introduced to the cubicle/treatment room, the following **must** be done:

- All dirty linen removed & placed in the dirty linen baskets for washing.
- Used cups (soft or hard) removed and wiped clean with disinfectant or washed in the sink then left to dry.
- Heat packs returned to the communal storage area.
- Tissues and other rubbish removed and discarded appropriately.
- Where linen has been discarded the massage tables/beds must be disinfected and dried with paper towel or allowed to dry naturally.
- As per clause 6.1.1 above, clean black top sheet is draped over table and a clean orange covering towel /sheet should be folded neatly and placed on the bottom third of the bed on top of the base black sheet.
- A clean face rest sheet should be placed neatly on the headrest.
- Oil bottle / balm / cream lid must be closed and any excess oil/hair should be wiped from the bottle
- Headrest or pillows are placed neatly on the table as required
- Bed has been adjusted to an appropriate height – low enough to sit on.

### *7.1.3 Music*

Each clinic has its own set up for music, please check with your PM to understand what the protocol is for music at the clinic(s) where you are based.

## *7.2 The Tea Room*

### *7.2.1 Personal Belongings*

Personal belongings of all therapists/contractors are to be kept out of public view and in clinic's team tearoom. If possible valuable items or large amounts of money should not be brought into work. NMK is not responsible for any personal valuables that are brought on to the premises.

Therapists' mobile phones / smart devices may be brought into the clinic but must be left in the tearoom while treating. Further to this, it is not acceptable for therapists to use their own personal mobile device/s while with a client in a treatment room. Mobile phones should always be left on 'silent' and only checked during breaks or at the end of the shift.

An exception can only be made to this on occasions where access to a mobile phone is necessary for continued operation of the clinic or in emergency situations. In every case, permission must first be obtained from the PM.

#### *7.2.2 Computers and Internet Usage*

There are several computers and tablets within the clinic which are designated for therapist use. Under no circumstances are the reception computers or PM computers to be used by therapists, even if they are unoccupied. When therapists are on a break, they are welcome to use any of the therapist computers and internet for personal use. However, work related matters ALWAYS take precedence and if another therapist needs to use the computer for notes or rebooking a client, the therapist using it must vacate.

#### *7.2.3 Phone Calls*

Personal calls must be kept to a minimum whilst in the clinic. All personal calls should be made from individual therapist mobiles, rather than the No More Knots landline. The clinic phone should be used for work-related calls only.

If a client needs to make a local phone call from our land line, it is at no charge.

#### *7.2.4 Closed Circuit Television Surveillance (CCTV) Cameras*

There are security cameras located in multiple locations at each clinic for the purpose of monitoring these areas to determine if clients have arrived especially during busy times. The cameras can be accessed via any of the computers in the clinic and will normally be open on the desktop. If they are not open, the address is saved in the bookmarks in internet explorer on all the computers and can be accessed from there.

Please refer to our NMK CCTV Surveillance Policy in **Appendix 3** for more detail.

#### *7.2.5 Cleaning & Tidying Up in Clinic*

**All team members are personally responsible for cleaning up any used dishes, cups or other tearoom items**, and for keeping the communal areas of the clinic tidy. It is expected that all team members remove their personal belongings, food containers / Tupperware etc from the clinic when they are not working.

**All team members are collectively responsible for keeping the tearoom tidy** – this is NOT the responsibility of the PM, CC, or any other single team member.

Professional cleaners are onsite every 1-2 weeks to thoroughly clean each clinic, so if team members are noticing that cleaning standards are not being maintained please advise the relevant PM and/or CC.

### *7.3 Opening and Closing Procedures*

NB: Videos explaining the below procedures at each clinic can be found on the Intraknot here - https://www.nmkintraknot.info/clinic-tours.

#### *7.3.1 Opening Procedures*

**All therapists should arrive at least 15 minutes early for their first appointment time.** If you are the first team member on site and need to open the clinic, please follow these steps:

1. **Unlock** the front door with the key which is obtained from the external key lockbox outside the clinic. The location of and codes for these will be provided during your induction. Please save the lockbox code/s in an easily accessed location in your mobile phone. NB - The key **must be returned** to the lockbox immediately after the opening procedures have been completed.
2. **Disarm** the internal alarm(s) as soon as possible. The alarm code/s will be relayed to you during your induction. Please save the alarm code/s in an easily accessed location in your mobile phone.
3. **Turn on the lights**.
   a. For **Greenslopes**, downstairs reception lights can be turned on, as well as upstairs reception and hallway lights. Conventionally, only the "up" lights in the cubicles are to be turned on so that the client is not blinded by the down lights when they are lying on their back.
   b. For **Taringa**, the main reception lights are next to the alarm switch, for the towel supplies area by the sink on the right, and for the exercise equipment and therapist areas at the entrance to the equipment area on the right-hand side.
   c. For **Newmarket**, the main reception lights are past the foyer/entrance on the left near room 9.
4. **Turn on the air conditioning units.**
   a. For **Greenslopes** the switches are *Downstairs* in the receptionist's tearoom; and *Upstairs* (there are two) – one near the office, and one upon entry to the tearoom.
   b. For **Taringa** the units are turned on by the remote controls in each room. There are 3 air conditioning zones located within the clinic, and each zone must operate on the same mode at the same time. See you PM or CC for more details.
   c. For **Newmarket** the large unit has a controller in the manager's office.
5. **Turn on music.** Each clinic has its own set up for music, please check with your manager what the protocol is for music at the clinic(s) you will be working from.
   a. For **Greenslopes** – At the main reception computer (under tv), you will be able to access the Spotify shortcut and press play on the designated playlists, which have carefully chosen music. **Playlists and volume cannot be adjusted unless authorised by the PM.**
   b. For **Taringa & Newmarket –** there are mobile tablets and speakers available for use in each treatment room. Spotify has been downloaded onto these devices & music can be streamed accordingly.
6. **Presentation of clinic.** Perform a brief scan and (if needed) tidy around the public areas of the clinic, including bathrooms, to ensure it looks presentable for the first client arrival. If you are consistently noticing that the clinic is not presentable upon opening, please inform your PM.

**NB ..** If you are early for your shift, have time and want to be a legend, you could always help your team mates, by folding some towels, refilling some oil bottles, making sure the therapists email account has been authenticated and is ready to use. Anything that helps your team (including CC and PM) will ultimately help you, the clients, and the business!!

**In short:**
• Open door with key from key box outside front door
• Disarm alarms
• Turn on the lights / air conditioners
• Turn on music
• Ensure the clinic looks presentable for the first client arriving

***7.3.2 Closing Procedures***

If you are the last team member on site and need to close the clinic, please follow these steps:

1. Turn off lights & air conditioners
2. Turn off music (Spotify on front desk at Greenslopes)
3. Take a quick scan around the public areas of the clinic to ensure the clinic is presentable
4. Set the alarms by pressing “ARM”. Once alarm is armed, you have 30 seconds to leave the premises.
5. Once closed, ensure door has already been locked. If not, retrieve the key from the lockbox, lock the door on your way out, and return key to key lockbox.

(NB – Reception should have already locked the front door when they left at the end of their shift as a safety measure to ensure that individuals cannot gain entry when there is no reception support available).

# 8. NMK Hygiene & Infection Control

***8.1 National infection control guidelines.***

In the interests of maintaining a healthy and hygienic workplace, NMK follows the recommended Australian Guidelines for the Prevention and Control of Infection created in 2019 by the National Health and Medical Research Council's (NHMRC). These Guidelines can be referenced here:
https://app.magicapp.org/#/guideline/Jn37kn.

***8.2 NMK Hygiene & Infection Control Policy & Procedures:***

In accordance with the NHMRC Guidelines referenced above, NMK Team Therapy Members are required to:

- apply standard hygiene precautions (previously referred to as universal precautions)
- apply transmissions-based precautions. Treatment may be contraindicated if the client is acutely ill with a systemic infection such as influenza (absolute contraindication).
- maintain personal hygiene.
- wash and dry hands before and after client contact.
- dry hands with single-use towels (disposable paper towels are preferable to cloth).
- use soap dispensers rather than bar soap.
- keep nails short and avoid wearing any jewellery that may come into contact with clients.
- ensure hair is tied back to prevent contact with clients.
- clean and disinfect exposed areas of the massage table and bolsters after each client.
- use clean, freshly washed linen for each client.
- replace all used linen between clients.
- use clean, freshly washed towels to cover ice/ hot packs or other objects that are reused and come into direct contact with clients. This includes pillows. Pillows may also be covered with paper towel.
- provide clean, dry storage for clean linen with an appropriate linen rotation system.
- place used linen in a dedicated container and launder on the day of use. Do not place used linen in direct contact with your body or clothing.
- wash linen in hot water and detergent unless the linen has signs of human body fluid contamination.
- separate soiled linen from all other linen wearing disposable gloves. Wash separately in hot water using normal detergent and appropriate disinfectant. Alternatively, place in bio-hazard bag and dispose of at the hazardous waste part of your local tip.
- keep lubricants in contamination proof dispensers, such as a pump action container, and clean with disinfecting wipes between clients.
- use a disposable spatula to remove product from jar-type containers to avoid cross contamination.
- ensure all products are labelled to prevent using the wrong product.
- cover any cuts, sores and abrasions, and change the covering between each client.
- keep all areas of the workplace clean and hygienic, and document frequency of cleaning procedures.
- have a management procedure for cleaning up blood and body substance spills including the use of personal protective equipment and a spills kit.
- have a management procedure for accidental exposure to blood or body fluids.
- use personal protective equipment such as gloves when dealing with used linen, clinical waste (used hand towels and tissues), and when performing intra-oral massage.
- provide and maintain a first aid kit.

- be well informed about infectious diseases and maintain awareness of local endemics, such as colds and flus. NMK Therapists do not:
    - perform massage when they have an infectious condition that could be transmitted by direct or indirect contact (flu, upper respiratory tract infections, gastroenteritis, MRSA, highly contagious skin infections such as impetigo).
    - treat clients with an infectious condition that could be transmitted by direct or indirect contact (flu, upper respiratory tract infections, gastroenteritis, MRSA, highly contagious skin infections such as impetigo).
    - reuse unwashed linen between clients.

A copy of the **NMK Infection Control & Hygiene Policy & Procedures** is contained within **Appendix 4** below.

# 9. Workplace Health & Safety (WHS)

### *9.1 WHS Policy & Procedures*

NMK is committed to providing a safe and healthy workplace, safe working methods, and the provision of safe equipment. Workplace health and safety (WHS) is considered by NMK management to be an integral and vital part of the successful performance of any job.

A copy of the NMK WHS Policy & Procedures is contained within **Appendix 5** below.

### *9.2 Evacuation & Emergency Procedures*

Emergency Evacuation signage is clearly displayed in multiple areas of each clinic, and Emergency Evacuation & Fire Compliance Manuals are kept onsite at Reception in each clinic. NMK Encourages Team Members to become familiar with the content of these manuals.

Fire Extinguishers are easily accessible in each clinic, smoke detectors have been fitted in key areas of each clinic, and 6 monthly checks are completed as per Workplace Health and Safety Qld (Work Health and Safety Act 2011).

### *9.3 Hazardous Chemical Register*

Each clinic houses a hard copy of a current Hazardous Chemical Register which contains reference to relevant material safety data sheets (MSDS). An electronic copy of this material is available in Fileplan.

### *9.4 After hours Policy and Procedures*

NMK makes every effort to have more than one team member onsite at all times, however there are occasions at the beginning or toward the end of a day where this may not be possible or feasible.
In the interests of providing a safe environment for these situations, the following steps are taken to proactively notify and gain consent from clients who may placed in a position where they are in a clinic on their own with a therapist. The same consideration applies to therapists who may find themselves unavoidably alone with a client at NMK with no other individuals onsite.

**These steps taken include:**

1) NMK avoids booking new clients / initial appointments & minors (clients under the age of 18years) into timeslots where reception support or an NMK Manager is not going to be onsite for the entire appointment. On occasion this is unavoidable given that many appointments are booked online and this cannot be controlled. NB – It is our policy that minors will be accompanied by a parent/guardian regardless of how many team members are onsite at NMK.
2) For early appointments (pre-reception onsite) or for last appointments of the day (post-reception onsite) where a client may be left in the clinic on their own with the therapist (and vice versa), a text message is sent to the client prior to their appointment (ideally 24-48h prior) alerting them of the fact that they may be in the clinic on their own with the therapist.
   a) This message requests that the client confirms their acknowledgement and consent for the appointment to proceed.
   b) If the client does not acknowledge or provide consent, the client is contacted by our reception team and their appointment rescheduled to an appropriate time.
3) Regarding the NMK therapy team - It is the responsibility of each therapist to check their diary and understand that they may be in a situation with early or late appointments where they are the only team member onsite with a client. If the therapist is not comfortable with this then they must raise this issue with their PM and a safe, appropriate solution reached.

4) NMK Management is currently investigating installation of “Emergency Buttons” in each clinic that once activated, sends an alert via sms to all Managers to request assistance in an emergency.

### *9.5 Pregnancy-Related Emergency Procedures:*

Following is the process to follow if a client goes into labour while at No More Knots.
Pregnant clients can be in the early stages of labour without knowing themselves or letting their therapist know. They could be feeling calm and quiet and just trying to relax. Throughout the third trimester (later stages of pregnancy) there are many different types of pain and false labour pains or contractions so it can be difficult to determine how far away a woman may be from actually giving birth. Each person and each labour is different.

Some of the ways we can help as a therapist if a client feels like they are going into labour while they are in the clinic having a treatment are:

1. Help your client stay calm and relaxed and ensure you stay calm yourself.
2. Reassure your client.
3. Help your client feel safe and comfortable and help them find a comfortable position.
4. Speak with the client calmly and discuss their intentions and possible birth plan they may have wanted.
5. Ask if it is ok to ring their doctor/hospital/partner/widwife.
6. Ring 000 and ask for an ambulance.
7. Let the receptionist know and delegate them to make the phone call.
8. Ask the client if they would like water
9. Ask the client if they would like a heat pack
10. Ask the client if they need to go to the bathroom
11. Get some additional towels/blankets
12. Monitor contractions so you can let paramedics know when they arrive.
13. The receptionist may need to ring the next client to inform them if their therapist may not be running on time.
14. Make a record of the incident and complete an incident report form.

# 10. Professionalism

### *10.1 Professionalism with Clients*

Given the personal, service-related nature of the NMK business and the fact that therapists are dealing with clients in private, one on one situations that frequently involve some level of undress and physical touch, it is extremely important that the highest level of professionalism be maintained at all times.

**Remaining professional with clients means:**

- being aware of professional boundaries;
- maintaining clear communication regarding client expectations, treatment techniques, treatment plans; and
- ensuring an unbiased awareness of and response to client verbal/non-verbal feedback regarding any aspect of their physical condition and/or treatment.

Being **professional as a therapist** also means keeping topics of conversation with clients appropriate to the therapeutic context and not engaging in conversations or language that are outside of this in any way. While therapists are strongly encouraged to be personable and build genuine rapport with their clients, it is imperative that therapists remain aware of their role as professionals while dealing with their clients.
**Therapists are asked to report any inappropriate client behaviour to management immediately so that appropriate action can be taken. Inappropriate behaviour of clients or NMK team members will not be tolerated.**

### *10.2 Professionalism with Colleagues*

Maintaining a reputation as being a professional is dependent upon behaviour and actions across many levels, including when dealing with all other NMK team members, including reception and management. Once again, topics of conversation between team members must remain appropriate to the workplace environment. Negative language of any sort or conversations that in any way denigrate the company or any other No More Knots employee or subcontractor are strictly forbidden.

Any issues that arise regarding any aspect of the workplace must be raised through the appropriate channels as soon as is practicable in accordance with the relevant Policies & Procedures. An ideal rule of thumb is that if an issue is still being discussed after 48hrs it must be raised with the appropriate team member or manager.

Please refer to our **NMK Internal Grievances Policy & Procedures, Code of Conduct, Discipline & Termination Policy, Anti-Harassment & Anti-Bullying Policy, and Diversity & Inclusion Policy** for further information on this topic.
These Policies can be found here in **Appendix 7-11** of this document.

Behaviour that contravenes our Code of Conduct or in any way disrespects or demeans other team members or the business will not be tolerated, and in accordance with our Employment & Contractor's Agreements, may result in termination of your position.

# 11. Procedures during a massage / myotherapy consultation

This section provides some basic information on how to approach various elements of a consultation at NMK. For more advice & information go to your Practice Manager.

## *11.1 Greeting a client*

### *11.1.1 New Clients.*

If the client is a new client follow the current steps:

1. Before greeting the client, take a few moments to review the client's New Client (NC) Form. Ensure they have signed the consent for treatment on the back of the form. This will either be found as a hard copy at reception or in the "Documents" section of the Client's MindBody profile (if it has been completed it electronically).
2. Greet the client in the waiting area. NB - If at Greenslopes the client will generally be seated in the downstairs waiting area on their first visit. Following is an example of the script/language to use when greeting the client:

"Hi << *client's name* >>, my name is << *your name* >> welcome to the No More Knots. We're treating upstairs today so if you would like to follow me we'll get started."

As you're walking them upstairs, give them a brief tour so they know where everything is for next time. The following is an example:

"We have a bathroom available half-way up the stairs here. There are both shower and toilet facilities available. If you ever need to use the bathroom or shower before, or after a treatment, please advise reception so that we know where to find you & they can provide you with a towel if needed".
At the top of the stairs "This is the upstairs waiting area. When you return to see us, if your appointment is in an upstairs treatment room, reception will direct you here to wait instead of downstairs. The majority of our treatment rooms are upstairs, so this is not uncommon. Today we are going to use this room (gesture and allow client to enter before you)"

NB – this brief tour should be done while making your way upstairs and while you are walking. Avoid cutting time into your client's appointment to give them a detailed explanation and tour.

**At Taringa and Newmarket,** the layout is fairly self-explanatory so there is no real need to do a tour, however it is ideal to check in with your client before you start treating to ask whether they require the bathroom. If so, provide an explanation of where to find it / direct them to it.

### *11.1.2 Existing NMK client who you is seeing you for the first time.*

Before greeting the client, take a few minutes to review their client notes to gain an understanding of their history & whether there is a current management plan in place with a different therapist. If you have the time to plan ahead with this you may even be able to have a brief conversation / obtain a handover of information from this therapist. When ready, go to greet them. Here is an example of appropriate script / language:

"Hi << *client's name* >>, my name is << *your name* >> and I'll be treating you today. Great to meet you. Come on through"
Lead them to the appropriate treatment room.

#### *11.1.3 Existing NMK client returning to see you.*

It's always a good idea to review your SOAP notes for returning clients to refresh your memory re their history and relevant treatment/management, and ensure they haven't seen another therapist in the meantime (since their last visit with you). When you go out to greet them, this situation usually calls for a more relaxed greeting.

For example:
"Hi << *client's name* >>! How are you today? Great to see you again. Come on through". Lead them to the appropriate treatment room.

### *11.2 Running behind to commence a treatment. (NB - Proactively and politely acknowledge it)*

If you are running late for whatever reason, it is imperative that you acknowledge this with your next client. When you greet them, say "**Thank you so much for waiting"** to acknowledge that you have kept them waiting and take them into the treatment room. At this point let them know **"I am running a few minutes behind today, are you happy if we cover the full treatment time and we'll just finish up a few minutes over?"** 95% of the time this will be fine and you can just run the treatment into your next break. If they cannot stay later than their original appointment time, then apologise for running late and offer to make it a shorter treatment (eg - 45 min instead).

NB - Acknowledging that their treatment is starting after their appointment time and offering to make up that time means the client is no longer worried throughout the treatment about whether they will get their full treatment time, and they will be less concerned about watching the clock. You must follow through and give them their full appointment time if you have said so. Better to lose 3-5mins of a break than to lose a client. <u>**When we receive negative feedback from clients, running late and cutting short on time is the most common complaint.**</u>

### *11.3 Assessment & Treatment Flow at NMK*

#### *11.3.1 At the beginning of an appointment:*

**Assessment -** This assessment should not take any more than a couple of minutes in the majority of cases. However, don't be afraid to take longer if needed. A thorough assessment inspires confidence and results in a more effective treatment.

1. **Subjective assessment (S):**
    a. Ask the client what their specific complaints are and find out their goal/s for the treatment (eg - pain reduction, improved mobility, exercise recovery, better sleep).
    b. Ask the client any questions that you think may be relevant to their symptoms / achieving these goal/s.
    c. Obtain an understanding of their health, wellbeing and lifestyle status & routines, any specific medical-related information such as medications, recent illnesses, allergies, surgeries, or visits to other allied health or medical professionals.
2. **Objective Assessment (O):**
    a. Undertake an appropriately detailed musculoskeletal assessment of the client, including appropriate ROM or other special tests as necessary. Use your skills & knowledge to determine likely causative factors. Observing and listening to the client is essential. Ensure you gain consent before touching the client, or before they remove any items of clothing during this process.

b. After your assessment, inform the client of your treatment plan, including the areas of the body you intend to treat, and planned order as a result of the findings from your assessment. Obtain verbal approval for this plan (the plan and obtained consent must be documented in your SOAP notes).
c. Advise the client how you would like them positioned on the table to start the session, and which items of clothing to remove (checking that they are comfortable with this of course).

***For example:***
***"I'll leave the room shortly to wash my hands and give you time to remove your shirt (and/or pants) in private. Please leave your underwear on and arrange yourself onto the table face down with your head down this end (gesture appropriately). Place this towel / sheet over you (gesture to the towel). Are you ok with this?"***

***11.3.2 During an appointment:***

1. Leave the room for approximately 30-60secs (ideally not longer than 1minute) to allow them to remove required clothing and get onto the table. Wash and dry your hands and if indicated, heat up a heat pack to take back to the treatment room. Before you enter the room, knock on the door gently & ask if it's okay for you to come in. *You could also use this time to get a start on the Subjective Assessment ("S") entry of your SOAP notes, especially if you are waiting for a heat pack.*

2. During the massage, it is important to **keep checking in with the client with regard to pressure & comfort**, however be mindful of how much conversation the client has indicated they prefer (on their New Client Intake form). If this is the first time you have treated a client, let them know at the beginning of the session that it is important to keep checking in and making sure they are comfortable, responding well to the treatment, and they are still ok with the techniques and pressure being applied.

3. Use your conversation to not only engage with the client (via general chit-chat), but to help the client gain an awareness that you are competent and confident as a therapist. Displaying your knowledge of anatomy and ability to relate what you are palpating to how they may be feeling is a simple way to highlight this. Eg – If you feel significant tightness /TrPs in a certain muscle you can mention the name of the muscle and ask them whether it is tender .. let them know that this particular muscle feels really tight relative to other tissues. **It is important to educate them about their presenting issue** and likely causative factors, so that you instantly gain some respect & can then help them understand it, and engage in the process of resolving it.

4. **Post treatment advice (client selfcare, rebookings, referrals):** With regard to giving advice to the client regarding self-care, health & lifestyle advice, referrals, and/or re-bookings, start talking about this early during the consult to gain a good understanding of what the client is expecting and to be able to provide meaningful recommendations and while the client is feeling the tight/tender areas that you are working on.
   a) If you leave it to the last 5 minutes of the session it can come across as rushed, clunky and the client may perceive that you are simply trying to "sell" a rebooking. NB - It is <u>never about selling</u>, it is <u>always</u> about offering the client professional advice to best help them achieve and exceed their goals.
      i) always talk about this from the perspective of your professional opinion given what the goals of the client are and how they are presenting.
      ii) You are the professional here & having confidence in your recommendations goes a long way.
      iii) It is very unusual for a client to achieve their goals if they only attend for one massage.
      iv) Think about this for a moment – if you do not suggest a rebooking to a client, how will you gain an accurate assessment of how they responded to treatment, and how are they going to achieve their goals? It is rare that one treatment session will be sufficient to provide the physiological stimulus and necessary advice and recommendations to facilitate achievement of most client goals.

5. At the end of the massage, tell the client to take their time getting off the table and getting dressed and let them know that you will be back in a moment to reassess and provide additional information / home exercises. Step out of the room and let them get dressed.

#### *11.3.3 Heat packs*

Whether to use heat packs on a client is up to the discretion of the therapist, with consent always gained (and documented) from the client.
Always place a towel between the area of application and the heatpack to minimise the risk of burning the client. Advise the client that it will just take a few moments for the heat top pass through the towel AND advise the client to *let you know immediately if the pack becomes too hot or uncomfortable at any stage so that you can remove or adjust it.*

Microwave heating times for heat packs are:
• Large (short and thick): 3 mins
• Small (long and thin): 2 mins

#### *11.3.4 At the end of an appointment:*

1. Summarise your findings during the massage and talk to them about the **progress** they have made!
2. Prescribe appropriate exercises and stretches and explain how these will help and how often they should perform them.
3. Let the client know when they should get another massage and/or refer the client to another practitioner and explain why they need to see the new practitioner.
4. Let the client know what appointments you have available within the time frame you recommended and offer to put the booking into the diary then and there.
5. Say goodbye to the client and wish them a pleasant day/afternoon/evening as relevant.

***NOTE:***
***<u>At Greenslopes</u>****, some clients will need to be treated downstairs. This is the case either when they have requested a private room or the pregnancy room when booking; or they need to be seen downstairs due to physical capacity / disability reasons. Usually, reception staff will make a special appointment note detailing if they need to be seen downstairs, but sometimes this doesn't happen when the client fails to request a private room for whatever reason. It is in these circumstances that team members must use their discretion when seeing the client. If a new client is clearly pregnant, or is physically incapacitated (eg - in a wheelchair, using crutches or elderly) to the point where walking up the stairs is difficult, it is best to ask the receptionist if there is a vacant private room downstairs.*
*This may seem obvious, but it is worth noting as new clients can become disgruntled if they realise that it would have been easier to be treated downstairs, and that their therapist did not advise them of this possibility and attempt to make the necessary adjustment.*

### *11.5. Adjustments to an appointment fee after reception has closed.*

This scenario should rarely occur, however on the occasion that a client has pre-paid for their treatment, reception has then closed for the day, and the decision is made during the consultation (between therapist and client) to alter the treatment time or type, the following steps are to be followed by the Therapist. This will ensure that relevant payment fee adjustments are made in a timely manner, and minimise any miscommunication.

1. **Therapist must** obtain verbal approval from the client for the amendment and document this in the client's SOAP notes. An explanation as to the reasoning for the amendment must also be provided.

2. **Therapist must** explain to the client that they will proactively communicate the situation to reception and that the client should expect contact from NMK reception the next business day to sort out a credit or a refund for any additional amount that they have paid; or to obtain payment for any additional fee.

3. **Therapist provides** an additional reference note on the client's appointment in the MindBody Diary explaining what has occurred, and sends a brief email to the relevant reception team* & their PM, explaining the scenario and that the client is expecting to be contacted on the next business day to correct the payment amount (either via credit, refund or obtaining additional payment).

   **** Relevant Reception Team email addresses are:***
   - *Greenslopes – greenslopes@nomoreknots.com.au*
   - *Newmarket - newmarket@nomoreknots.com.au*
   - *Taringa: taringa@nomoreknots.com.au*

# 12. Referring clients to External Practitioners / Health Professionals

### *12.1 When to refer clients:*

Clients should be referred to an alternative health care professional if a NMK Therapist believes that a client has a better chance of more efficiently or effectively achieving their goals via undertaking alternative intervention (either exclusively or in conjunction with the current remedial/myo treatment/management provided).

For example - a chiropractor or an osteopath. The Therapist should always provide an accompanying referral note or email (detailed below & within the Intraknot). At NMK we have a referral network of approved practitioners to whom we refer. The full list is on display in the tearoom or close to the communal computers at each clinic.

### *12.2 How to refer:*

No More Knots has an extensive network of referral partners that can be utilised by therapists seeking to help their clients further by referring. Each clinic has a referral book listing the approved referral partners along with their contact details. This list is by no means exhaustive, however if a therapist wishes to refer to a new practitioner, they must first be approved by a manager. The new referral partner will then be added at our approved referral network.

Referrals MUST be an accompanied by a note, letter or email to the practitioner describing the nature of the client's complaint, the reason why the referral is occurring and a request to this practitioner to report back any findings to the NMK Therapist who has initiated the referral.

The Intraknot contains a copy of a number of referral template emails & copies of these are also available on the desktops of all computers in the clinic to facilitate the referral process. Therapists simply need to make the appropriate changes to <<these sections>> and email it to the appropriate person. Therapists are also welcome to write their own version of a referral letter so long as it stays within the framework of professional communication. If unsure, therapists are encouraged to gain assistance from their PM, Clinic Co-ordinator or an experienced NMK Therapist.

Examples of a "referral template" and a "thank you for referring template" are included below and within the Intraknot so that they can easily be copied and pasted into a referral email. An additional template to provide a progress report to the referring practitioner has also been provided in the Intraknot: https://www.nmkintraknot.info/nmk-referral-letter-template.

**Please Note:** all referral-related communication must be distributed via NMK email accounts (or if a phone call is indicated, via NMK phones in clinic). It is not acceptable to use your own personal email account or mobile phone to communicate with NMK Referral Partners or other allied health professionals for NMK-related referrals. Failure to adhere to this will result in a written warning or contract termination depending on the extent and context of the policy breach.

### *12.3 Referral letter templates*

Copy and paste the text below into an email & amend the text in << >> accordingly.

#### *12.3.1 Referring to a Referral Partner*

Dear <<Practitioner,>>

RE: Referral of <<client’s first name>>

I am writing to refer my client, <<client’s full name>>, to you for assistance in <<managing their xxxx condition/symptoms>>. <<Client’s first name>> first presented to me on <<date of first Rx>> with <<presenting complaint>>..

On assessment, the main findings were:

-
-
-

<<Client’s first name>> has responded well to soft tissue treatment to date, and the plan going forward is xxxx. They are scheduled for review on <<xx/xx/xx>>.
I've kept this letter brief however am happy to provide more detail if you prefer. In the meantime, please get back to me with any updates or further recommendations regarding <<Client’s first name>>’s management.

Kind regards,

**<<Your name>>**

Email: <<TNMKTherapists@nomoreknots.com.au>>
Contact number: <<07 3720 8881>>
www.nomoreknots.com.au

**Example of a referral letter:**

Dear James,

RE: Referral of **Brendan Treadgold**

I am writing to refer my client, Brendan Treadgold, to you for assistance in managing their right shoulder symptoms. Brendan first presented to me on 1st June 2023, with pain, tightness & “clicking” in his shoulder.

On assessment, the main findings were:

- Anterior and elevated head of humerus with protracted scapula
- Restricted Internal rotation ROM vs L shoulder
- Significant TrPs in his posterior cuff, lats, upper traps and pecs.
- A positive Hawkins-Kennedy test, painful arc and a clicking sensation with flexion & abduction.

Brendan has responded well to soft tissue treatment to date, and the plan going forward is to continue treating the tight and restricted tissues mentioned above, including use of myofascial dry needling to deactivate trigger points. Thoracic mobility exercises combined with rotator cuff strengthening and basic shoulder postural control program has also been commenced. They are scheduled for review on 12/07/2023.

I've kept this letter brief however am happy to provide more detail if you prefer. In the meantime, please get back to me with any updates or further recommendations regarding Brendan’s management.

Kind regards,

Thea Dillon
Email: TNMKTherapists@nomoreknots.com.au
Contact number: 07 3720 8881
www.nomoreknots.com.au

### *12.4 Responding to a Referral from another Provider:*

It is essential that all referrals to No More Knots therapists are followed up with a thank you email/letter to the referring (primary) practitioner. Communicating in this way is necessary to ensure that the client receives the best possible treatment outcomes as well as strengthening the reputation and relationship of the therapist as a quality referral partner.

#### *12.4.1 Response to a received Referral – “Thanks for referring” template:*

Dear <<Practitioner>>,

RE: Referral of <<client’s name>>.

Thanks for referring <<client’s first name>> for <<Remedial Massage/Myotherapy>> intervention to help manage their <<xxxx>>.

On assessment, the main areas of concern were:

<<Client’s first name>> responded well to our first session and the plan going forward is <<xxxx>>.

I've kept this letter brief however am happy to provide more detail if you prefer. In the meantime, please get back to me with any updates or further recommendations regarding <<client’s first name>>'s management.

Thanks again for your referral, it's greatly appreciated.

Kind regards,

**<<Your name>>**

Email: <<TNMKTherapists@nomoreknots.com.au>>
Contact number: <<07 3720 8881>>
www.nomoreknots.com.au

# 13. Inhouse Tutorials & Workshops (Professional Development)

Tutorials and workshops are held at regular intervals at all No More Knots clinics.
There is more information contained within the Intraknot regarding our delivery of Inhouse Professional Development at NMK here - https://www.nmkintraknot.info/nmk-professional-development.

Our website also contains information on the tutorial topics that are delivered at NMK here - https://nomoreknots.com.au/training-nmk/. We aim to update this regularly to keep everyone (clients, therapists, and potential therapists) informed of the educational content that is available for our team.

### *13.1. Tutorials*

Tutorials are usually held every 4 weeks, and may be delivered by an internal team member, such as our Training Co-ordinator, an Advanced Level Therapist, our GM, or one of the PMs.

NMK often invites a guest external presenter to come in and deliver a tutorial on their field of expertise. We often invite our referral partners in as presenters so that both the referral party and our team can engage, become familiar with the service delivery available, when and why to refer, and understand the benefits that utilising such relationships could have for particular clients.
Examples include - chiropractors, osteopaths, podiatrists, exercise physiologists, psychologists, physiotherapists. They provide valuable insight into many areas that are very helpful for a remedial massage therapist.

**Filming.** NMK aims to video these tutorials (provided consent is obtained from all participants) and post them into the Intraknot so that they are accessible to all team members. Please note, this is not always possible, and there is always more gained from a session by attending in person, so if you are keen to make the most of these complimentary learning opportunities, please aim to attend in person and do not rely on the video recording. In addition, unless specific permission is given by NMK Management, under no circumstances is any of the content from these tutorials (or workshops of filmed) to be shared with parties external to NMK. Failure to adhere to this will result in termination of your contract / agreement with NMK.

**Team meetings** are generally arranged either immediately before or after each monthly tutorial to keep the team up to date and informed of recent or future events, issues or changes to operations.

### *13.2 Workshops*

1:1 and small group workshops are usually more specific inhouse training conducted when a therapist would like to work through something specific in relation to their clinical or client management skills. Workshops are also utilised to undertake an assessment on a therapist, or provide them with specific professional development assistance in response to negative feedback from a client. This may include working through the skills checklist to gain an understanding of how ready they may be to progress to the next level. Workshops are to be arranged through your PM.

NMK Management is always happy to receive feedback on areas of interest from our Therapy Team on the topics of interest for Tutorial and Workshop delivery. Please go to your PM or to our Training Co-ordinator if you have ideas/feedback or specific areas of interest.

**For these tutorials and workshops to be effective, the following is expected:**

- **RSVPing** to the invites on Facebook / Messenger or Messenger AI (Text messages).

- **Arriving on time** for tutorials and workshops & behaving in a respectful manner toward the presenter and attendees throughout each session.
- **Actively participating and engaging** in the sessions by asking questions, getting hands-on if there is an opportunity, and sharing your insights if appropriate.

Attending inhouse training is by far the simplest and most practical way to learn, grow and develop a great team culture and community with your NMK colleagues, and ultimately, to succeed within the industry. Tutorials and workshops at NMK can be used to towards your annual Professional Association CPE / CEU points. Go to your PM if you would like more information on this.

# 14. Raving Fans Statistics, Contractor Rate Criteria & Skills Check Process

### *14.1 Understanding our Raving Fan (RF) Statistics*

NMK Measures 4 Key Performance Indicators (KPIs), called Raving Fans (RF) to provide a benchmark on how each team member is performing.
These 4 indicators, some measured fortnightly, and some captured over longer periods of time, give us a well-rounded indication of where a therapist is at with their all-round proficiency and confidence as a Therapist.
Therapists who are reaching and exceeding these Target KPIs typically have a consistently filled diary in advance, and have personally established a great client following to ensure they have less gaps in their diary, so are less reliant on NMK to fill their diary for them.
We use these statistics as one factor of 8 different criteria factors when looking at the level and pay rate of each Therapist.

**These statistics measure 4 key performance indicators:**

**1. NMK Fortnightly Client Retention:** the percentage of clients a Therapist has seen in the previous fortnight who have made a rebooking with NMK (any therapist, any clinic) for some point in the future.
- **NMK Target** = 50% minimum, all therapists. Senior level = >55%; Adv level = >60%.

**2. NMK Pre-bookings:** how full a Therapist's respective diary is over the coming fortnight (as a percentage of their availability).
- **NMK Target** = 50% minimum, all therapists. Senior level >55%; Adv level >60%.

**3. Average Therapist-Specific Raving Fans:** the percentage of rebooked clients with a specific Therapist 10 times or more within a 12month period. This figure can be prorata'd over a shorter period of time, eg – 5+ visits within 6 months.
**- NMK Target** = 10% minimum, all therapists. Senior level therapists >15%; Advanced level therapists >20%.

**4. One Hit Wonders:** the number of clients a therapist has only seen once throughout a specific period of time as a percentage of their total appointments within that time period. Typically captured over a 6month or 12month time period.
NB – we are ideally aiming for a very low percentage of one hit wonders, as the greater the rebookings, the lower a therapist's One Hit Wonders will be. A high number of one hit wonders clearly indicates that a therapist could use some client management professional development/ assistance.
**Consider this:** To be successful in this industry and consistently achieve positive outcomes with clients, a therapist must be seeing a client more than once – if a client does not return for at least a 2nd visit, how does the therapist know whether the client responded well to the initial treatment or whether they have gone backwards?
**A second & third consideration:** It is extremely rare that one treatment session will truly assist a client with getting on top of aches, pains, injury and niggles. And lastly, paying for one treatment and not returning for a second visit (or more) does not provide value for money from the client's perspective. When we consider that only one treatment will very rarely resolve a client's issues, only attending one appointment does not provide value for money as it will not assist much to enhance the health, wellbeing and function of a client.
**- NMK Target** = <70%, all therapists. Senior level therapists < 65% & Advanced level therapists <60%.

NMK also measures a statistic called **"Converts"** which tells us the percentage of clients who rebooked with a specific therapist 4-9 times in the year (or the equivalent pro-rata'd number for the reporting time period, Eg: 2-4 visits within 6months).

Whilst we have not provided specific targets for the converts stat, NMK Management will refer to this from time to time, typically during reviews, or if we can see that a therapist could use some help and we are trying to understand where to focus our energy and efforts to truly help them progress with their skills and confidence in this area.

Each fortnight when invoices are due, the **NMK Fortnightly Client Retention** and **Pre-Booking Statistics** will be emailed to each Therapist's personal email accounts. Each Therapist will only receive their personal statistics, not the statistics for all team members. The PM's and GM receive a copy of these statistics also.
Every 2-3 months, Therapists will also be provided additional statistics for **Average Therapist-Specific Raving Fans**, Converts, and **One Hit Wonders**. These statistics can also be provided to a Therapist by their PM upon request.

NB – The PM/GM may refer to other therapist's data during 1:1 meetings with team members as needed, but each therapist's statistics will not be shared collectively with the team.

While NMK also seeks client feedback in a number of ways, each of these statistics are tried and tested quantifiable measures of how happy our clients are, and how well each Therapist is performing from a professional standpoint.

### *14.2 Raving Fans Targets & Training*

The expectation is that all NMK Therapists will build their business to consistently attain a minimum of:

- **50% Fortnightly Client Retention, and** **50% Prebooking Raving Fans Statistics, within 6 months** of commencing work at NMK. The more specific targets for each level of therapy is referred to above, and these are the benchmarks that we refer to when looking at how to assess the NMK level of a therapist.

NMK aims to help support each of our therapists by contributing the additional % of their clients. If a therapist fails to reach the minimum targets on an ongoing basis, they will be offered training in any area where there is a recognised need.

If all training avenues have been exhausted or not taken advantage of and a therapist continues to fall below the minimum targets, especially the 50% Fortnightly Client Retention & 50% Pre-bookings targets on an ongoing basis, their contract may not be renewed, or may be terminated in accordance with clause 29 within the contractor's agreement.

### *14.3 Contractor Rate Criteria*

Contracted Therapists are assessed on their performance via 8 different elements or factors. These are clearly displayed within our Criteria for Contractor Rates Document in **Appendix 12**.

These 8 elements/factors are:
1. Therapist Skillset & Industry Experience
2. Business Statistics (ie - Raving Fans KPIs documented above).
3. Attitude & Contribution to Positive Clinic Culture
4. Tutorial / Workshop Participation
5. Work Ethic, Consistency & Reliability
6. Client Feedback
7. Knowledge & Use of Referral Partners
8. Completion & Quality of Treatment Notes

PM's will use all of this information to assess each therapist's therapy level (Remedial, Senior or Advanced), and equivalent rate of pay.

### *14.4 NMK Skills Checklist*

NMK has developed a skills check document & process that specifically relates to element/factor 1 of the Contractor rate Criteria above – Therapist Skillset & Industry Experience.
This is referred to by the PM / Training Co-ordinator at NMK when onboarding a Therapist in order to place them at the appropriate level, and then intermittently whenever a Therapist is seeking to progress or gain clarity of their level and what they need to work on to be eligible to progress to a more advanced therapy level at NMK.

If a Therapist wishes to go through a skills check process, they must go to their PM to commence this process, and the PM will provide the necessary assessment document, instructions and advice to assist the Therapist accordingly.

# 15. Time Off & Sick Days

### *15.1 Holidays/Time off*

If a Therapist would like to take some time off work, requests must be sent via email to the relevant Practice Manager for approval. The Clinic Coordinator is not able to approve any time-off requests.
As per each Contractor's or Employment Agreement, **a minimum of 4 weeks is required if requesting 4 days or more time-off** (to reduce the need to reschedule or cancel regular clients booking in advance).

**A minimum of 2 weeks notice is required for time-off requests of 3 days or less off.** Whether or not the requested time off is approved may depend on how much notice is given, so it is best to give as much notice as possible. Once management has approved a requested time-off, reception will block off the relevant days on the diary.
The notification period is in place to promote good customer service via minimizing the need to reschedule appointments that are booked in advance & via also ensuring that we have enough availability to maintain client demand.

If time-off is required and the minimum notice period is unable to be provided, NMK will aim to be fair and reasonable and make a compromise. Whether time-off is approved will depend upon the circumstances surrounding the requirement for time-off, the availability for bookings across the clinic, and whether there are already bookings on the diary. All of these elements are considered because they have a direct effect on business operations.

### *15.2 Sick days / Emergency time-off.*

As per time off (above), therapists are requested to provide as much notice as possible if unable to make it to a shift due to ill health or as a result of an emergency. The protocol to follow is:

1. Phone the PM/relevant manager to advise them of the situation and unavailability to work / adjustment to availability.
2. If PM/manager does not answer the call, send an sms explaining the circumstances, and request a call back asap.
3a. If it is **outside of business hours** and there is no response **within 5 minutes, call/sms the GM.**
3b. If it is **inside business hours,** call the CC/reception at the practice directly, explain the situation, and request that a tentative block is placed on the diary accordingly. Advise that a message has been left with the relevant manager and request that reception follow-up with this manager as needed to ensure that further decisions surrounding diary management are approved by and facilitated in accordance with the relevant manager in a timely manner.
4. If it is **outside business hours** and the GM doesn't respond, contact the Admin Manager, and failing that, contact a PM from another location.

The team on reception will aim to reschedule all appointments and advise the therapist of the outcome. We understand that everyone gets sick from time to time, but please ensure as much notice as possible is provided so NMK can then give clients as much notice as possible to reschedule.
Be aware that if the situation dictates that a client is rescheduled with another therapist, this may ultimately result in that client deciding to rebook with that alternate NMK therapist on an ongoing basis, or if the situation results in a client's appointments being cancelled altogether, NMK may completely lose that client to another massage/myotherapy provider.

Further, please be mindful that we have a 4hour client cancellation notice period within our business appointment policy, and it is ideal for our therapy team to exercise reciprocity and respect toward clients if making changes to appointments at short notice.

# 16. Inhouse Massage & Myotherapy Treatment for NMK Team Members

We strongly encourage for our team to organise inhouse treatments with other team members. This ultimately helps our team learn and grow, and keeps the team feeling good and functioning well from a health & wellbeing perspective, so we are 100% supportive of this. Following are a few guidelines to be considerate of when arranging and scheduling inhouse treatment swaps or paid treatments. Please be aware that as weekends and public holidays are peak times for paying clients, these days are off-limits for team members to gain access to our inhouse complimentary, swapped, or discounted treatments. If you wish to book an appointment on these days then you will be charged the full-price fee, with the only exception being an approved arrangement for a therapist to see you outside of their usual shift time.

### *16.1 Complimentary First Treatment for all Reception Team Members*

Since our reception team members have often never experienced remedial massage or myotherapy treatment, to help them understand what our service delivery entails, we offer a complimentary treatment to all reception team members as part of their role. Since they are directly liasing with clients and providing booking-related advice, it is paramount that our reception team clearly understands what it is like to experience a remedial massage treatment, and can confidently provide basic bookings guidance and advice to clients.

### *16.2 Massage & Myotherapy Treatment swaps*

For all therapists, Massage & Myotherapy **treatment swaps** are free of charge between the two therapists involved.

Therapists must aim to schedule treatment swaps outside of busy times on the diary, or outside of their regular appointment hours, so that each therapist is maximizing their availability for paying clients.

If therapists have arranged a swap treatment, ensure that:

- this has not been arranged on a weekend or public holiday. Since weekends & public holidays are premium timeslots for paying clients, we do not allow swaps or discounted treatments for our team members on these days.
- reception knows to block this time as a treatment swap appointment, and not a standard/usual treatment appointment. If a standard appointment is made rather than a "treatment swap block out", you will be charged the **50% NMK team fee for the massage**.
- reception has been provided with instructions as to whether the therapist is happy for treatment to be moved, shortened, or would prefer to pay the 100% fee if a paying client has requested to book a treatment session at the same time.

Paying clients should always by prioritised if a team member is booked for a swap treatment during an available shift, so NMK Management will expect that a swap treatment will be adjusted to a full-fee paying treatment if a therapist is not prepared for the treatment swap to be moved or adjusted for a paying client.**

### *16.2 Discounted Inhouse Massage & Myotherapy Treatment for Team Members*

With the exception of an initial complimentary treatment for reception team members, for all NMK team members, inhouse Massage & Myotherapy treatments are charged at **50% of the standard consultation fee***.

These treatments must either be paid for at the time of the consultation or, for contracted therapists, can be deducted from their next invoice. If treatments are not paid for at the time of the consultation, Management will allow a maximum outstanding account balance of $100 per team member to accrue.
Account balances for team members are checked every pay-run. Any outstanding amounts on a contractor's account will be deducted from the invoice before payment is made. NMK will not make payment of an invoice before all outstanding balances are cleared.

As per swap treatments (above), if a therapist has booked a massage or myotherapy consultation at NMK, ensure that:

- this has not been arranged on a weekend or public holiday. Since weekends & public holidays are premium timeslots for paying clients, we do not allow swaps or discounted treatments for our team members on these days.
- reception knows to book the session as a paid treatment (ie – to be billed at discounted team rates).
- reception has been provided with instructions as to whether the therapist is happy for treatment to be moved, shortened, or would prefer to pay the 100% fee if a paying client has requested to book a treatment session at the same time.

As above, paying clients should always by prioritised if a team member is booked for treatment during an available shift, so NMK Management will expect that a discounted treatment will be adjusted to a full price treatment if a therapist is not prepared for the treatment session to be moved or adjusted for a paying client. **

*From time to time, NMK may offer a greater discount for team members to gain treatment with a new NMK therapist who is seeking more experience to develop their confidence or skills, or perhaps a therapist who has received negative feedback from clientele, and is seeking further feedback & assistance to improve their skills & service delivery. These discounted treatments will be offered at the discretion of management and will always involve the provision of feedback to management**.**

****NMK will aim to work around these situations as we highly value our team gaining access to treatment swaps and inhouse paid treatments. As documented above, paying clients will always be prioritised over free of charge swap treatments or discounted team treatments, and team members will be asked to pay full price for treatments if they are taking up available treatment sessions for paying clients. Please be aware that weekend and public holiday appointments will always incur a 100% fee. The only exception here is when the therapists involved are undertaking this outside of their allocated shift/s.

# 17. Invoices & Getting Paid

### *17.1 Contractor Invoicing & Payment*

Refer to the online "Getting paid & Invoices" Induction section of the Intraknot for a detailed explanation of this process and how to complete an invoice for payment. Link = https://www.nmkintraknot.info/getting-paid-invoices.

A few key points to be aware of include:

- Invoices are to be submitted **fortnightly on a Thursday prior to 9am to accounts@nomoreknots.com.au**, with the intent of having contractors paid by COB the same day. Submission of invoices after the 9am deadline will result in payment being delayed until the subsequent fortnightly pay date.
- As part of the onboarding process, contractors will be emailed an invoice template and instructions on how to complete this by our Admin Manager within your first week with us.
- We recommend that you use the invoice template provided for ease and simplicity, rather than creating your own template for this purpose, however this is entirely your choice.
- The NMK Invoice template has been specifically formatted so that payment amounts are automatically calculated in accordance with your hourly rate, room hire fees and gst (where applicable) is also calculated automatically, and if applicable, the weekend and public holiday surcharge will also calculate automatically. This minimises confusion and time spent for the contractor when completing their invoice, plus will tally up all invoices for income reporting at the end of the financial year.
- Should you choose not to use the NMK Invoice template, the following information is required to be included on your invoice:
  - Your ABN & Address.
  - Our Business Name & Address.
  - Whether or not you are registered for GST, and therefore whether you add GST or not to your contracted rate.
  - Your room hire fee ($5/hr plus GST; ie - $5.50 inc GST).
  - If you work weekends or a public holiday, an additional $5.00 (ex GST) surcharge fee for each consultation on these days.

### *17.2 Employee Wages - Timesheet submission*

NMK Employees are paid fortnightly on a Wednesday, and are required to submit a **completed timesheet by 9am on the Wednesday payday to accounts@nomoreknots.com.au.**

Questions regarding payroll should be directed to the Admin Manager or General Manager.

# 18. The Commitment

***18.1 Our Commitment: NMK Management***

The NMK Management Team - the people who are involved behind the scenes to facilitate the smooth operation & success of No More Knots, are deeply committed to the ideals of the Shared Vision. With this in mind, our management team is dedicated to the continuous improvement of themselves, the NMK environment & it's systems & processes.

Maintaining an open and available space to give & receive feedback, provide the opportunity for education, learning & growth, and working together to support the entire NMK team in achieving their goals (both professionally and personally) are key elements embraced by the NMK Management Team.

***18.2 The NMK Agreement***

Having read through this NMK HandBook of Shared Vision, Policies & Procedures you should now have a clear sense of our Shared Vision, and how things operate at NMK, which includes the attitudes, behaviours & standards that our Team is expect to uphold to work & thrive with us.

Please sign below to show that you are committed to working with us to achieve the Shared Vision, to abide by the policies & procedures, and uphold the expected attitudes, behaviours & standards contained within this document.

________________________________________________________

**NMK Team Member Signature**

________________________________________________________

**NMK Team Member Name**

______ / _____ / __________

**Date**

# APPENDIX SECTION

# APPENDIX 1: NMK SOCIAL MEDIA POLICY

This Policy clearly outlines the potential risks, NMK-specific requirements & unacceptable behaviours, along with the range of statutory & specific legislation, & privacy principles that relate to our industry and the use of Social Media at NMK. Accepted Any team member who breaches this NMK Social Media Policy may be subject to disciplinary proceedings and depending on the nature of the breach, potential termination of their position with NMK.

The use of social media at NMK presents potential risks to both team members and clients. These risks include:

• reputational damage
• misrepresentation of services and likely outcomes from treatment
• violation of professional boundaries
• distribution of poor-quality information and misinformation
• unlawful disclosure of confidential information and breach of privacy laws
• breach of statutory Codes of Conduct and other legislated requirements
• posting of offensive, bullying, harassing and discriminatory material
• misuse of intellectual property and breach of copyright.

Our NMK team must ensure that all communication on social media is consistent with evolving statutory requirements and with their obligation as health care practitioners to provide safe and ethical care.

***The specific legislation relevant to Social Media that must be adhered to by NMK Team Members is as follows:***

1. **Privacy & National Code of Conduct**

Massage therapists who communicate with clients using social media have a legal obligation to comply with the 13 Australian Privacy Principles in the Federal Privacy Act 1988. https://www.oaic.gov.au/privacy/australian-privacy-principles/read-theaustralian-privacy-principles They must also comply with health information privacy legislation in their jurisdiction.

2. **Advertising and reviews**

NMK & NMK Team members who use social media to promote their business are bound by the Competition and Consumer Act 2010. Reviews that are generated on social media platforms are regulated by the Australian Competition and Consumer Commission.

NMK team members must be aware of their obligations and ensure that reviews are not false and misleading, and do not contain puffery. Team members who advertise goods intended for therapeutic use on social media are bound by the Therapeutic Goods Act 1989.

3. **Bullying and harassment**

NMK team members must comply with the Online Safety Act 2021. This Act ensures that all social media users can make a complaint to Australia's independent regulator for online safety, the eSafety

Commissioner. Social media use that may be considered harassment or bullying is dealt with by the Commissioner.

## 4. National Codes of Conduct

Currently, five jurisdictions in Australia confer powers on health complaint entities to impose sanctions via the National Codes of Conduct. These Codes include specific provisions around safe and ethical care which apply in the context of social media use, such as false claims, treatment advice, misinformation and misrepresentation of qualifications, and privacy and confidentiality. In Queensland, the relevant legislation is The QLD National Code of Conduct for Health Care Workers: (https://www.health.qld.gov.au/__data/assets/pdf_file/0014/444101/national-code-conduct-health-workers.pdf).

## 5. Discrimination, defamation and sexual harassment

Social media postings can be unlawful if they discriminate against or racially vilify a person. Defamation is when a person deliberately spreads information about another person, group or small company that harms their reputation. Inappropriate posts, comments and content of a sexual nature shared on social media can amount to sexual harassment. Although there is no dedicated legislation in relation to discrimination, defamation and sexual harassment on social media, existing Commonwealth and State/ Territory laws apply.

***Interacting with clients***

*Requirements of NMK Team Members:*

• adhere to Commonwealth and applicable State/Territory privacy regulations, ensuring all published images, information and content relating to clients are adequately de-identified
• obtain consent to publish de-identified images of clients
• de-identify all client information when seeking advice from colleagues on social media platforms
• maintain a clear demarcation between personal and business/professional profiles
• use business/professional profiles to interact with clients
• respect clients' right to privacy on social media and maintain professional boundaries
• respond in a professional, inclusive and respectful manner when replying to unsolicited reviews and feedback.

*Unacceptable NMK Team Member behaviour:*

• contact clients using a personal social media profile or account
• search for clients' personal profiles or initiate friend/follow requests via social media platforms
• pressure clients into engaging with their business profiles
• offer clients inducements to provide reviews, such as discounts and prizes, or solicit and publish testimonials
• collect health information via social media platforms
• divulge identifying details of clients
• discuss a client's treatment with other therapists in professional networking groups if the client can easily be identified
• diagnose, offer advice, or discuss treatment with clients on social media
• use puffery (claim to be the best, the cheapest, the most effective)

• publish content that creates unrealistic expectations of the effectiveness of massage therapy or fosters excessive or unnecessary treatment
• offer advice on products and services that they are not qualified to provide.

***Interactions with colleagues and other health care practitioners***
*Requirements of NMK Team Members:*
• interact respectfully with colleagues and other healthcare practitioners
• protect client information through deidentification
• respond constructively and professionally to disagreements and differences of opinion
• support opinions with evidence or specific examples
• seek consent before initiating contact via a private messaging function.

*Unacceptable NMK Team Member behaviour:*
• disparage, mock, defame or vilify colleagues and other healthcare practitioners
• disparage, body shame or vent about clients, including in private/direct messages
• make unsolicited contact via a private messaging function.

***General social media interactions***
*Requirements of NMK Team Members:*
• promote their business and the massage industry in a professional manner
• respect copyright laws and obtain permission before posting copyright material or material that is the intellectual property of another individual/ business
•attribute non-original content shared on business profiles to original creators and publishers
• read, understand and abide by the terms and conditions of the social media platform
• monitor evolving legislation and review their social media strategy in line with statutory requirements.

*Unacceptable NMK Team Member behaviour:*
• make claims about treatment that are speculative, false or misleading
• make unsubstantiated claims about the efficacy of treatment
• diagnose, offer advice or discuss treatment on a public social media forum
• publish content or make comments that a reasonable person would find offensive, bullying, harassing and/or discriminatory
• breach the copyright or intellectual property of other creators and publishers.

***NMK Therapists should be aware of the following guiding principles:***
• Nothing is truly private on social media. Even in a closed or locked group or private chat, there is potential for content to be shared (for example via screenshots). Once a post or comment has been published, it cannot necessarily be recalled. Additionally, content can be accessed by third parties, such as social media companies. NMK team members should only share information and content that they are comfortable with others potentially seeing. Using the most secure privacy settings available on personal social media profiles is advised. Team members must also respect boundaries in relation to clients' personal social media profiles.

• Dual relationships carry associated risks. NMK team members need to assess and manage the risks associated with dual relationships (having friends and/or relatives as clients) in the context of social media interactions. The onus is always on the therapist to maintain professional boundaries and implement appropriate strategies to manage the risks posed by dual relationships. Friends and family must be treated with the same standards as all clients when the therapist is interacting in a professional capacity on social media.

• Informed consent applies to content and photos that are published on social media. NMK Team members must ensure that they have consent to publish photos of people, even if they cannot be identified. For the consent to be informed, the therapist needs to be clear and specific about how the image will be used, which social media platforms the image will be published on, and how long it will remain published. Young children are not able to give informed consent to their image being published.

• Professional boundaries in the virtual domain are just as critical to the therapeutic relationship as real world professional boundaries. Personal and professional profiles must be separate. Establishing a business or public professional profile on social media to interact with clients allows the 'safe container' of the therapeutic relationship to be maintained, protecting the privacy of both the therapist and the client. Team members should consider using the most secure privacy settings available on their personal social media profiles. Connection requests from clients should be directed to professional profiles, groups and pages. Privacy settings should also be reviewed regularly.

• Keep things client-centred. Social media provides an opportunity for our team to build trust and promote themselves as caring and knowledgeable professionals. Business and professional profiles should focus on providing information and resources that support the needs of clients.

• It's your business, it's your responsibility. Team members who engage the services of social media managers and companies that sell social media images are responsible for ensuring the compliance of all posts. Everything posted under your business name is your responsibility. This also applies to businesses that offer to garner reviews on your behalf. You must ensure that this is done in a compliant and lawful way.
In Australian law, the administrator/owner of a group, business page or public profile is considered to be the publisher of all content, including comments. Team members must moderate their social media channels to ensure that defamatory, discriminatory, harassing or racially vilifying material is promptly deleted.

• Reputation is a precious asset and is also extremely fragile. NMK Team Members are advised to monitor and review their online business presence regularly to identify potential issues and address them.

# APPENDIX 2: Consent for Myofascial Dry Needling, Myofascial Cupping, Intra-Oral Treatment & Pregnancy Massage.

### *2.1 Myofascial Dry Needling Consent*

*Should your Therapist at NMK offer to treat you using a technique called "dry needling" or "myofascial dry needling" as part of your Remedial Massage or Myotherapy treatment, this information explains more information about this technique. We require your consent to continue.*

*Dry needling is an effective therapy modality used in conjunction with other interventions in the treatment of myofascial pain and dysfunction. It involves insertion of a solid filament needle (an acupuncture needle) into the affected tissue, often a myofascial trigger point. This intervention precisely deactivates the trigger point, leading to biochemical changes that reduce pain and tightness, and assist the healing process.*

*Risks of dry needling include, but are not limited to:*

- *post needling soreness*
- *allergic reaction*
- *vasodepressive syncope (feeling faint)*
- *nerve injury*
- *vascular injury*
- *penetration of a visceral organ (including pneumothorax if the lung is involved)*
- *increased spasm*
- *muscle oedema (swelling)*
- *infection, and*
- *hematoma*

*Precautions are taken to avoid all of these complications. All therapists who perform this technique have appropriate qualifications, association membership & relevant insurances. Explanation of this treatment technique will always be given & consent obtained before used.*

*If you are happy to continue with the Dry Needling intervention, please sign the consent below and submit the form online to NMK. NB - If you are under the age of 18 years, your parent/guardian must also provide consent via signing this form.*

*This form can also be signed in clinic prior to use of the technique if you would prefer to wait until your appointment so that you can discuss it with your therapist:*

*I have read or have had this form read to me; and I understanding the risks involved with Dry Needling Treatment. I consent to this form of treatment. I understand that I may withdraw my consent at any time by communicating this to my therapist at NMK."*

### *2.2 Myofascial Cupping Informed Consent*

*Should your Therapist at NMK offer to treat you using a technique called "cupping" or "myofascial cupping" as part of your Remedial Massage or Myotherapy treatment, this information explains more information about this technique. We require your consent to continue.*

*Myofascial Cupping is an effective therapy modality used in conjunction with other interventions in the treatment of myofascial pain and dysfunction. It is a gentle and effective technique that aims to restore function, movement & mobility to the body's myofascia. Fascia is a type of soft tissue that surrounds and connects all of our tissues, &*

*cupping specifically targets the body's superficial layer of fascia and epimysium, which surrounds the muscles and blends into the ligaments & tendons.*

*Cupping at NMK uses suction to create a vacuum effect in a plastic or silicon cup, which is placed on the skin. The vacuum aims to gently lift the skin and underlying tissues to disrupt the cross linkages between tissue layers that limit mobility and flexibility, and increase the hydration within this tissue.*

*The two main risks of myofascial cupping are post treatment bruising and post treatment tenderness to the superficial tissue where the cupping has been applied. It is unusual for a client to feel sore post treatment, and any bruises typically disappear within 2-7 days. The intention of the technique is not to bruise the client, however this is more likely if the client bruises easily, is taking anti-coagulant medication, or has fragile skin. Long term corticosteroid use can also increase the risk of trauma to the connective tissues with cupping as it increases the fragility of tissue.*

*Please inform your Therapist if:*

- *You bruise easily*
- *You are concerned about bruising*
- *You have fragile skin*
- *You are taking anti-coagulants or blood thinners such as aspirin*
- *You have a history of taking corticosteroids or other steroid-based medication*

*All therapists who perform this technique have appropriate qualifications, association membership & relevant insurances. Explanation of this treatment technique will always be given & consent obtained before used.*

*If you are happy to continue with the Myofascial Cupping intervention, please sign the consent below and submit the form online to NMK. NB - If you are under the age of 18 years, your parent/guardian must also provide consent via signing this form.*
*This form can also be signed in clinic prior to use of the technique if you would prefer to wait until your appointment so that you can discuss it with your therapist:*

*I have read or have had this form read to me; and I understanding the risks involved with Myofascial Cupping Treatment. I consent to this form of treatment. I understand that I may withdraw my consent at any time by communicating this to my therapist at NMK.*

### *2.3 Intra-oral treatment Informed Consent at NMK*

*Should your Therapist at NMK offer to treat you using an intra-oral technique (ie – massage treatment inside your mouth) as part of your Remedial Massage or Myotherapy treatment, this information explains more information about this technique. We require your consent to continue.*

*Intra-Oral Massage Treatment is an effective therapy modality used in conjunction with other interventions in the treatment of myofascial pain and dysfunction, most specifically when treating conditions relating to the jaw, head, and neck. Intra-Oral treatment is always performed with the therapist wearing gloves.*

*Risks of intra-oral massage include, but are not limited to:*

- *post treatment soreness*
- *muscle spasm of the tissues around the region being treated, and*
- *infection (minimised by the use of gloves).*

*Precautions are taken to avoid these risks. All therapists who perform this technique have appropriate qualifications, association membership & relevant insurances. Explanation of this treatment technique will always be given & consent obtained before use.*
*If you are happy to continue with the Intra-Oral Massage intervention, please sign the consent below and submit the form online to NMK. NB - If you are under the age of 18 years, your parent/guardian must also provide consent via signing this form.*
*This form can also be signed in clinic prior to use of the technique if you would prefer to wait until your appointment so that you can discuss it with your therapist:*

*I have read or have had this form read to me; and I understanding the risks involved with Intra-Oral Massage Treatment. I consent to this form of treatment. I understand that I may withdraw my consent at any time by communicating this to my therapist at NMK.*

## *2.4 Informed Consent for Pregnancy Massage*

*Your informed Consent is required for all treatment provided by this practice. All forms of treatment carry some risk. These risks (including those relevant to myofascial dry needling) will be explained to you prior to treatment, at which time you may choose to continue or discontinue treatment.*
*You may withdraw your consent at any time, and treatment will cease if this occurs.*

*Please sign below to indicate that you consent to the services provided by all practitioners at No More Knots.*
*Your privacy is also important to us. Any information provided by you is used to ensure that the best possible and appropriate health care is delivered. This business adheres to the National Privacy Recommendations & a copy of our full Privacy Policy is available above, on our website, and in clinic upon your request.*

*Please sign to indicate that:*

- *the information provided on this form is correct to the best of your knowledge*
- *you have read and acknowledge the **Cancellation & Appointment Rescheduling Policy,** the **Privacy Policy,** and the **3rd Party Arrangements Policy.***
- *you consent to services provided by all practitioners at No More Knots and its affiliated entities.*
- *you have reported all health conditions that you are aware of and will inform your practitioner of any changes in your health.*
- *you acknowledge that massage therapy is not a substitute for medical diagnosis and treatment.*
- *you give your consent to receive pregnancy remedial massage treatment*

***NB - If you are under the age of 18 years, your parent/guardian must also sign your new client form.***

***Informed Consent for additional techniques during Pregnancy massage - Myofascial Dry Needling; Myofascial Cupping; & Intra-Oral Massage.***
*Should Your Therapist offer to treat you using any of these additional techniques (documented above), separate additional informed consent is required before treatment can commence. Please discuss this with your therapist or reception so that they can issue you with the appropriate consent form.*

No More Knots
— We'll straighten things out —

# APPENDIX 3: NMK DRY NEEDLING POLICY

**Instructions for completion:** Read, initial and date each page of this document in the relevant location to indicate that you acknoweldge, are aware of, agree with, and will abide by the information and documented procedures.

****** Dry Needling at No More Knots Pack – information accumulated through the Skin Penetration Act, QLD Health's "Sharp Aware" information and the Australian Society of Acupuncture Physiotherapists (ASAP)

## Aims of this policy and documented procedures:

1. To eliminate potential hazards and minimize the health and safety risks that are associated with Dry Needling such as:
    - Medical and non-medical waste left in rooms.
    - Sharps bins being left unsecured and located in high risk locations.
    - Sharps container spills.
    - Used needles being lost/left in rooms, putting team members and clients at risk.
    - Shortages in equipment.
    - Practitioners disregarding or disrespecting team members and clients by failing to uphold industry-specific standards and best practice with regard to hygiene and infection control & skin penetration.

2. To enhance the confidence, awareness & competence of NMK Dry Needling team members.
3. To reduce the likelihood of misunderstandings with regard to meeting industry-specific best practice standards as per the Skin Penetration Act, QLD Health's "Sharp Aware" information and the Australian Society of Acupuncture Physiotherapists (ASAP).

## Dry needling consistency & standards criteria:

Each Dry Needling Therapist MUST –

- Have completed a suitable industry-recognised qualification in Dry Needling.
- Read this document.
- Correctly complete (verbally or written) a 10 Question Dry Needling quiz covering the topics contained within this document.
    - A 100% pass rate must be obtained to gain approval to use Dry Needling at NMK
- Stay informed of their own association's position statements relative to Dry Needling, and operate within the grounds of the position statement in co-existence with this policy.
- Ensure their PI/PL Insurance policy covers them for Dry Needling treatments.
- Operate within the framework set out in this document.

Should a therapist fail to meet the consistency & standards criteria points above, disciplinary action will be instigated and a plan and process implemented with the aim of progressing the therapist to an acceptable level of competency and compliance with the documented strategy.
Throughout this process, the therapist will be prohibited from performing dry needling at NMK. Disciplinary action will typically involve attendance at a series of meetings and workshops with clinic management to complete relevant professional development and then re-assess whether they meet the consistency strategy points above. Until a therapist meets this criteria they will be unable to perform dry needling at NMK.

# Key Points to Dry Needling

## How does Dry Needling Work?

Dry Needling involves the insertion of dry needles in dysfunctional muscle or connective tissue with the aim to restore appropriate function. This can be done by eliciting –

*Inflammatory responses (encouraging blood into ischemic tissue)*

*Altering neuromuscular firing through stimulation*

*Causing local twitch response through the muscle, which are followed by a relaxation period through the tissue.*

## Safety concerns

When performing any kind of skin penetration, there will always be the risk of blood or fluid transmission between client and practitioner. This can include blood borne virus transmissions (needle stick injury), as well as local site infection. Despite this however, so long as good sharps protocol is followed, there is a minimisation of risk.

***Some useful facts regarding Risk factors in Skin penetration –***

There are two easily avoidable mechanisms by which contamination can occur with skin penetration:

1. via skin penetration or
2. via fluid contact.

The risk of Blood Borne Virus being transmitted via a scratch or light spot (such as in needling) is VERY LOW.

There are 3 conditions that are noted to be passed through blood or penetration contact

- Hepatitis B ( 1-6% risk of transmission)
- Hepatitis C ( 1.8% risk of transmission)
- HIV (0.3% chance of transmission)

## Clinic Policy Surrounding Dry Needling Appointments

- Clients who are attending the clinic for the first time and who have requested dry needling
  - will be booked as initial clients with a file note to inform the therapist that dry needling has been requested.
  - Must sign a consent for Dry Needling Consent Form prior to the commencement of any Dry Needling Intervention. This form is only required to be signed once provided that treatment is continued within a 6month period.
- **<u>Verbal consent</u>** for use of dry needling should **ALWAYS be obtained and documented within the relevant SOAP note for each and every consultation where it is utilised**. Clients are able to revoke this consent at any time, at which time dry needling treatment will be discontinued. Written consent must again be obtained should the client wish for Dry Needling treatment to re-commence.
- It is always at the therapist's discretion to determine whether dry needling is suitable for the client.
- If dry needling is not appropriate, the therapist must inform and educate the client of the reasoning behind this decision
- In-house clients may be referred to other therapists for dry needling, so long as they understand the use of dry needling will be discussed and consent must be obtained with the relevant therapist.
- Dry needling therapists retain their right to assess and determine whether this technique is appropriate in each individual situation based on their own decision making process for that client.

- New client's may be told that dry needling is available, and that they will be booked in with a suitable therapist to further discuss their treatment options, and determine whether this technique is appropriate for their particular situation.
- If dry needling is not indicated, then the appointment will be adjusted as necessary.

## Dry Needling Treatment Protocol

### Protocol Considerations

- **ALL** Dry Needling therapists can operate in any treatment room when they have access to relevant dry needling equipment.
- **Dry Needling equipment will be** stored for each Therapist in a personally named trolley or plastic box kit.
    - It is a therapist's responsibility to maintain their trolleys/kits and notify management of necessary item replacements.
    - Soap, anti-bacterial hand gel and medi-swabs must be available and utilised by all therapists who intend to perform dry needling.
    - Dry needling trollies or box kits are not to be left in rooms when not treating. PM at each clinic to advise on storage location.
- **Treatment note completion. Therapists must record:**
    - **Location/s of needle insertions, needle type (size & guage), time, and any concerns** (e.g. MDN x2 proximal brachioradialis. Needles = 0.22 x 0.3mm; Time = 5min; Response evoked - dull ache; redness around both needles; no adverse reactions).
    - **Post treatment outcome** (eg. Client reported reduced pain post MDN; 8/10 pre to 3/10 post pain).
- Practitioners are required to confine their use of dry needling to treatment of conditions & structures within the scope of practice for which they have training and experience.

### Specific Dry Needling Treatment Protocol.

### 1. Explain warnings and applicable contraindications prior to treatment. Explanation to include:

- Procedure involved
- How it works
- That we use single use sterile needles
- Possible symptoms including fatigue, twitch, light headedness, aggravation of pain
- Post Rx dizziness, ice, rest
- NB – ensure that consent has been obtained and documented.

### 2. Skin preparation (disinfection)

**NB - Disinfection** is utilised to reduce the number of bacteria or virus in the local area

- Disinfection preparation is not needed unless needling into an area that is susceptible to infection, such as a joint or bursa, or if the skin does not appear to be clean. If this is the case, swab the area and allow to dry for 1-2 minutes.
- Ensure that your hands and nails are clean with soap and water.
- Any cuts or abrasions on the therapist's hands or fingers must be covered with a glove or clean, sterile dressing.

### 3. Skin sterilization - Immuno – compromised clients – such as autoimmune, malignancies, S.L.E, R.A etc. will require skin sterilization

**NB - Sterilization** is utilised to remove all forms of life from the skin

- A sterilizing solution of 2% iodine in 70% alcohol must used on the skin and left to dry for two minutes prior to needling.
- Check for allergies

### 4. Apply Needling Techniques

**5. Dispose of Used Needles & Medical Waste Appropriately**
**6. Assess the Client Post Treatment & Discuss Post Treatment Management**

**Location & Set Up in Room**

**1. Needling stands**

- ·Each trolley or box should contain –
  - Needling Bin (must fit 100mm needles)
  - Waste Bin ( for wrappers, swabs)
  - Medi-Swabs
  - Cotton Wool Balls/Tissues
  - Forceps/Flat tipped tweezers ( for needle extraction)
  - Kidney Dish
  - 1x Box of each size needles (to be replaced when empty)
  - Permanent Marker
  - Hand sanitiser
- Sharps Container/Needle Bins must be placed on the top shelf of the trolley and remain closed at all times.
- Therapist should always be able to see inside the needling container whilst it is open.
- Sharps container should only be opened as required to dispose of sharps/needles.

**2. Needling in designated clinic rooms**

- Each Room should contain –
  - Needling Bin (must fit 100mm needles)
  - Waste Bin (for wrappers, swabs, general rubbish)
  - Swabs
  - Cotton Wool Balls/Tissues
  - Forceps/Flat tipped tweezers ( for needle extraction)
  - Kidney Dish
  - 1x Box of each size needles (to be replaced when empty)
  - Permanent Marker
  - Hand sanitiser
- Sharps Container / Needle Bin must be placed on the bench top and not in elevated spaces such as shelves, and remain closed at all times.
- Therapist should always be able to see inside the needling container whilst it is open.
- Sharps container should only be opened as required to dispose of sharps/needles.

**To minimize the risk of any contamination or error the following points must be observed.**

- The therapist who used the needle is solely responsible for needle safe disposal.
- The shaft of a needle should never be touched by the fingers of the therapist, either before or after intervention, due to the risk of infection for both the therapist and the client.
- Ensure clearly marked sharps disposal containers are readily available for needle disposal post treatment.
- Sharps containers are to be kept at a height at which the therapist can see inside the container and these containers should remain closed at all times when not in use.

**If you find a forgotten needle, dispose of it appropriately immediately.**

- *Bring the container to the needle rather than carry it around, and if no sharps bins are available, use something similar. E.g. Milk bottle, and then ensure it is disposed of appropriately.*
- *Wear gloves to avoid any fluid transmission – Gloves will not prevent a needle stick incident.*
- *Pick up needle via the handle or mid shaft – never the sharp tip.*

- *Place needle into the Sharps Bin and seal the lid*

## Disposal of Medical Waste

Medical waste is waste that is either putrescible or potentially infectious. Medical waste relevant to Dry Needling intervention may include but is not limited to:

- Gloves
- Needle cases / plastic guide tube
- Needle Tabs
- Cotton Buds
- Swabs
- Needles
- Sharps Bin

Items such as gloves should be turned inside out and disposed of with the general waste if they are not obviously contaminated. If they are obviously contaminated remove gloves and turn them inside out, place them in a bag and tie the bag firmly before disposing of in the general waste.

Needle Cases, Plastic guide tubes and needle tabs should be disposed of at the end of each session in the general waste.

For items which are likely to come in direct contact with bodily fluid such as needles – they must be placed in a sharps bin immediately after use.

For items such as cotton buds and swabs there are 2 options available to therapists.

1. Place items in a sealable bag and dispose of them in the general waste.
2. Place items inside the sharps bin.

**Do not place hands inside sharps bin at any stage.**

Sharps Bins are only to be filled up to ¾ of available capacity and are at no stage to have any sharps protrude through the opening at any stage. Once a sharps bin is ¾ full, seal lid with tape and mark as "FULL "in permanent marker.

***<u>Alert management and administration that sharps bin is full so they can arrange adequate storage and removal.</u>***

They should only be opened as required to dispose of sharps/needles.

## Danger Regions & Contra-indications

**Lungs**

- Upper Trapezius (this is the most common point associated with Pneumothorax) – reason being, the lungs extend 2-3cm above the clavicle line in the majority of people. Hence exposing them beyond the bony structures of the ribs
- Lungs Anterior/Lateral Aspect – from mid rib 6 running laterally to mid axillary rib 8

**Pleura**
- Rib 8 (mid clavicular) down to rib 10-12 (mid axillary)
- Posteriorly – Rib 10-rib 12 – lateral border of ES GROUP

**Other sites & pathological sites to avoid**
- Where there are known neurovascular bundles
- Sub occipital triangle
- Scalenes
- Infrascapular fossa – can lead to pneumothorax – needle obliquely and superficial
- Over the Thorax – Needle oblique/Transverse and direct needle point over cartilage/bone
- LB/Organ – needle superficially and oblique/transverse
- Varicose Veins
- Acute Inflammation
- Sites of Infection
- Lymphodaema
- Pregnancy avoid – upper trapezius, entire Lx group, lower TX group, abdominal region

NOTE: According to the ASAP, 1 in 4-5 pregnancies abort naturally, therefore risks need to be fully outlined and best to seek written consent

**Pneumothorax – Penetration into the pleura/lungs.**
**Warning signs include:**
- Shortness of breath on exertion
- Chest pain
- Dry Cough
- Decreased Breath sound

## Other Conditions / Relative Contra-indications to Consider
- **Diabetes** – limited peripheral circulation and/or sensory feedback. Needle with care and attention
- **Pacemakers** – **NO** electrotherapy
- **Bleeding Disorders** (e.g. Haemophillia) or clients on Anticoagulants (e.g. Warfarin). When withdrawing needle apply pressure over site of insertion. It is best to consider using a lower gauge needle where possible.
- Avoid needling into joints to reduce risk of hemoarthrosis (bleeding into a joint).
- **Blood Borne Diseases** – it is within your rights to ask if there is any disease present, and your right to wear gloves. Observe good hygiene – higher risk of infection due to compromised immune system.
- **Cancer** – Risk of Aggravation – use all usual procedures and questioning for Cancer and Doctors approval. In addition make sure very thorough hygiene procedure is followed, to reduce infection. Cancer clients are at a much higher risk of infection due to immune suppression.

## General management
- Pain following treatment – ice or heat
- Bleeding – Apply pressure
- Fainting / Vasovagal response – Causes nervous tension, hunger, fatigue, incorrect position, excessive stimulation.

To avoid, explain risks prior to treatment, and if fainting occurs – remove needles and follow First Aid Procedures.

**Stuck needle**
Caused by muscle spasm, too much stimulation, too much rotation in one direction causing the fibres to bind, altering the body position with the needle inserted.
*To manage –*
- Relax the muscle with massage/ice/distal heat
- Rotate needle in the opposite direction
- Insert 1-2 superficial needles around the stuck needle site

**Bent needle**
- Caused by striking hard muscle, change in body position or strong muscle contraction.

*To manage –*
- Follow the above procedure for stuck needle.
- Remove the needle, following the line of the bend.

**Broken Needle (**Incredibly rare)
- May occur as a result of old or poor quality needles, contraction of muscle or sudden movement.
- Protocol to follow:
  - remove the needle with tweezers if visible
  - If not visible – press the skin down around the insertion point until visible then remove
  - If unable to remove – CIRCLE the INSERTION point with PERMANENT marker, then refer to doctor ASAP for removal.

**NEEDLE STICK INJURY**
In the occurrence of a needle stick injury (skin penetration from a used needle) Wash the area thoroughly with soap etc. and ENCOURAGE Bleeding. Follow this up with blood tests from your Dr.

It is encouraged to ensure all your injections of blood borne viruses are up to date

If abrasions are present on the skin, therapist should use gloves

## 10 QUESTION QUIZ

1. **Where (location) may I needle in the clinic?**

2. **What is the difference between disinfection and sterilization?**

3. **What Blood Borne infections are we susceptible to?**

4. **How far above the clavicle does the lung extend?**

5. **Name 3 potential contraindicated conditions to MDN?**

6. **When should a therapist choose to wear gloves?**

7. **Outline the protocol for needle stick injury?**

8. **What items may be placed inside a sharps bin?**

9. **How full should a sharps bin be filled & what should you do when a sharps bin is "FULL"?**

10. **Name 3 sites that are of high risk to needle?**
    1.
    2.
    3.

**Result = ____ / 10**

**Therapist's Name: ______________________________________**

**Therapist's Signature: ____________________________________**

**Date: _____ /_____ /_________**

# APPENDIX 4: NMK Closed Circuit Television (CCTV) Surveillance Policy

## OVERVIEW

This policy is designed to provide notice to Employees and Contractors that CCTV surveillance is in use on site at No More Knots Pty Ltd and related entities (Receivers & Managers Appointed) ("the Company").

CCTV footage will be used to ensure the security of workers and the company such as in instances of theft. CCTV footage may also be used to monitor customer service standards and NMK team performance, as well as for training purposes.

## OPERATION

The Company acknowledges that most employees perform their duties in a trustworthy manner, however from time to time the Company recognises that employees may engage in unlawful activity. It is for this reason that CCTV footage may also be used for the surveillance of employee conduct.

CCTV footage will be obtained via static CCTV cameras on site with continuous and ongoing 24 hour recording. The collection of CCTV footage is regulated by law and the Company will aim to ensure that it complies with all respective legislative requirements.

Where surveillance is taking place, cameras will be clearly visible and not hidden in any way. Furthermore, signs will be used to alert both employees and visitors to the areas of the workplace which are under video surveillance.

Footage obtained of team members engaging in behaviour which is unlawful, or otherwise in breach of their employment contract / contractor's agreement and/or the Company policy may result in disciplinary action, up to and including termination of their employment/agreement.

# APPENDIX 5: NMK Infection Control & Hygiene Policy & Procedures

**National infection control guidelines.**

In the interests of maintaining a healthy and hygienic workplace, NMK follows the recommended Australian Guidelines for the Prevention and Control of Infection created in 2019 by the National Health and Medical Research Council's (NHMRC). These Guidelines can be referenced here: https://app.magicapp.org/#/guideline/Jn37kn.

**NMK Hygiene & Infection Control Policy & Procedures:**

In accordance with the NHMRC Guidelines referenced above, NMK Team Therapy Members are required to:

- apply standard hygiene precautions (previously referred to as universal precautions)
- apply transmissions-based precautions. Treatment may be contraindicated if the client is acutely ill with a systemic infection such as influenza (absolute contraindication).
- maintain personal hygiene.
- wash and dry hands before and after client contact.
- dry hands with single-use towels (disposable paper towels are preferable to cloth).
- use soap dispensers rather than bar soap.
- keep nails short and avoid wearing any jewellery that may come into contact with clients.
- ensure hair is tied back to prevent contact with clients.
- clean and disinfect exposed areas of the massage table and bolsters after each client.
- use clean, freshly washed linen for each client.
- replace all used linen between clients.
- use clean, freshly washed towels to cover ice/ hot packs or other objects that are reused and come into direct contact with clients.
- provide clean, dry storage for clean linen with an appropriate linen rotation system.
- place used linen in a dedicated container and launder on the day of use. Do not place used linen in direct contact with your body or clothing.
- wash linen in hot water and detergent unless the linen has signs of human body fluid contamination.
- separate soiled linen from all other linen wearing disposable gloves. Wash separately in hot water using normal detergent and appropriate disinfectant. Alternatively, place in bio-hazard bag and dispose of at the hazardous waste part of your local tip.
- keep lubricants in contamination proof dispensers, such as a pump action container, and clean with disinfecting wipes between clients.
- use a disposable spatula to remove product from jar-type containers to avoid cross contamination.
- ensure all products are labelled to prevent using the wrong product.
- cover any cuts, sores and abrasions, and change the covering between each client.
- keep all areas of the workplace clean and hygienic, and document frequency of cleaning procedures.
- have a management procedure for cleaning up blood and body substance spills including the use of personal protective equipment and a spills kit.
- have a management procedure for accidental exposure to blood or body fluids.
- use personal protective equipment such as gloves when dealing with used linen, clinical waste (used hand towels and tissues), and when performing intra-oral massage.

- provide and maintain a first aid kit.
- be well informed about infectious diseases and maintain awareness of local endemics, such as colds and flus.

**NMK Therapists do not:**

- perform massage when they have an infectious condition that could be transmitted by direct or indirect contact (flu, upper respiratory tract infections, gastroenteritis, MRSA, highly contagious skin infections such as impetigo).
- treat clients with an infectious condition that could be transmitted by direct or indirect contact (flu, upper respiratory tract infections, gastroenteritis, MRSA, highly contagious skin infections such as impetigo).
- reuse unwashed linen between clients.

# APPENDIX 6: WHS WORKPLACE HEALTH & SAFETY (WHS) POLICY

No More Knots Pty Ltd and it's affiliated entities ("**the Company**") is committed to providing a safe and healthy workplace, safe working methods, and the provision of safe equipment. Workplace health and safety is considered by management to be an integral and vital part of the successful performance of any job.

This policy sets out the responsibilities of the Company and its employees with the aim that together we can keep the workplace safe and productive.

In so far as this policy imposes any obligations on the Company (ie those additional to those set out under legislation), those obligations are not contractual and do not give rise to any contractual rights. To the extent that this policy describes benefits and entitlements for employees (ie those additional to those set out under legislation), they are discretionary in nature and are also not intended to be contractual. The terms and conditions of employment that are intended to be contractual are set in an employee's written employment contract.

The Company may unilaterally introduce, vary, remove or replace this policy at any time.

The Company, as a person conducting a business or undertaking (PCBU), is committed to:

- Integrating workplace health and safety into all aspects of its operations;
- Identifying hazards, assessing risk and implementing control strategies to minimise risk of injury to people and property;
- Ensuring that relevant health and safety laws that apply to working conditions and the work environment are observed and enforced;
- Developing and implementing safe systems of work;
- Providing adequate safety information, training and supervision;
- Designing, purchasing, installing and maintaining a safe site and machinery;
- Ensuring that the workplace under their control is safe and without undue risks to health;
- Ensuring that the behaviour of all persons in the workplace is safe and without undue risks to health;
- Attempting to remedy all problems relating to workplace health and safety;
- Consulting with workers and other parties to address safety issues and improve decision making on workplace health and safety matters; and
- Supporting and assisting workers in effective injury management and rehabilitation.

**All employees and contractors are required to:**

- Adhere to safe work practices, instructions and rules;
- Immediately report any unsafe work condition or equipment to the Company;
- Not misuse, damage, refuse to use, or interfere with anything provided in the interest of workplace health and safety;
- Perform all work duties in a manner which ensures individual health and safety and that of all other people in the workplace;
- Encourage fellow employees to create and maintain a safe and healthy work environment; and
- Co-operate with all other employees to enable the health and safety responsibilities of all employees be achieved.

## COMMUNICATION AND CONSULTATION

We recognise that employee consultation and participation in our safety system is vital and improves decision–making about health and safety matters in the workplace. Consultation is also included in the process of risk assessments and the development of our safe work practices.

Team members shall be actively involved in the workplace safety system. Suggestions for change and improvements to policies, procedures or safe work practices are encouraged, through reporting to management. Meetings to consult and inform employees on safety issues shall be conducted through staff meetings, as regularly as is necessary.

Team Members shall be made aware of safety issues relating to their jobs on a regular basis. The manner of doing so will vary depending upon the type of information to be conveyed.

We expect our team members to be committed to working with management in order to effectively manage health and safety on the job. Team members are encouraged to contribute to decisions that may affect their health and safety in the workplace, through contact with management and staff meetings.

Management shall work in conjunction with employees to review and update this, and other policies and procedures.

## WORKPLACE INJURIES—REHABILITATION AND RETURN TO WORK

NMK is proactive in its approach to injury management and places strong emphasis on the safe, timely and sustainable return to work program for injured or ill workers.

We are committed to:

- Prompt injury notification;
- Communication and consultation with all parties to develop an appropriate return to work program;
- Accountability and responsibility for injury management being clearly understood;
- Provision of suitable meaningful activities during the return to work process; and
- Dispute resolution as required.

NMK will ensure the following positive approach in meeting these objectives, including:

- Early reporting of injuries;
- Appropriate and timely medical intervention and return to work planning;
- Provision of suitable resources and productive duties for the injured worker;
- Positive support and encouragement during the rehabilitation process; and
- Review of incidents and accidents to seek preventive measures and continuous improvement.

NMK shall work in conjunction with team members to review and update this policy, and other policies and procedures relating to work health and safety as regularly as is necessary.

# APPENDIX 7: NMK COMPLAINTS HANDLING POLICY AND PROCEDURE

No More Knots (NMK) is committed to ensuring that any person has the right to lodge a complaint and to have their concerns addressed in ways that ensure access and equity, fairness, accountability and transparency.

The organisation is committed to providing a complaints management procedure that:

- Is simple and easy to use
- Is available to all staff, clients and stakeholders upon request
- Ensures complaints are fairly assessed and responded to promptly
- Is procedurally fair and follows principles of natural justice
- Complies with legislative requirements.

**OUR COMMITMENT:**

If a complaint is made to NMK a complainant can expect that we will:

- treat them with respect
- tell them what to expect while your complaint is being looked into
- carry out the complaint handling process in a fair and open way
- provide reasons for decisions that are made
- protect their privacy

**WHAT CAN COMPLAINTS BE MADE ABOUT?**

Complaints can be made to NMK about any aspect of a client's experience with us and our team. From interacting with our booking system online, communicating with our reception team, through to an experience at one of our locations which may or may not include interactions with our reception, therapy &/or management team.
From an organisational standpoint, we are happy to receive constructive feedback or complaint/s so that we can proactively respond and improve our operations and service delivery.

**MAKING A COMPLAINT**:

A person wishing to make a complaint may do so in writing or verbally to:

- the team member they were dealing with at the time unless the complaint is about this team member.
- the Practice Manager (PM) or Admin Manager (AM), unless the complaint being made is about this team member
- the General Manager (GM)

Written complaints are to be sent to the relevant NMK clinic.
The relevant Practice Manager (unless the complaint is about them) will be responsible for receiving this correspondence and directing it to the appropriate person. If it is not appropriate to forward a complaint to the Practice Manager (or the Admin Manager) because the complaint directly involves this person, then the complaint should be sent to the General Manager.

For internal complaints, where a team member makes a complaint concerning another team member, this will be dealt with in accordance with the NMK Grievance Policy and Procedures.

**NMK PROCESS FOR COMPLAINTS MANAGEMENT**:

The person receiving the complaint is responsible for ensuring that the relevant Practice Manager / Admin Manager or General Manager is informed in writing of the complaint. If the complaint is received verbally then the complainant will be asked to document the complaint in writing, and send a copy to the relevant Manager. Once the relevant Manager has been informed, it is their responsibility to action the following steps. The Manager may choose to delegate these tasks to another suitable team manager, however, the responsibility to action these steps and arrive at the best possible outcome rests with the Manager involved.

1. Registering the complaint:
    a) Register the complaint in the NMK Complaints Register. A copy of the complaints register can be found in fileplan or at reception in clinic.
    b) Refer the complaint to the relevant Manager.
    c) Inform the complainant that their complaint has been received and provide them with information about the complaints process and timeframe (detailed below).

2. Investigating the complaint:
    a) examine the complaint within 5 working days of the complaint being received
    b) inform the complainant in writing within 10 working days of the complaint being received, what is being done to investigate and resolve it, and the expected time frame for resolution.
    c) NMK will aim to investigate and resolve complaints within 20 working days of being received. If this time frame cannot be met, the complainant will be informed of the reasons why and of the alternative time frame for resolution.

3. Resolving the complaint:
    a) make a decision within 20 working days (ideally) of the complaint being received.
    b) Inform the complainant of the outcome and any options for further action if required.

4. What if I the complainant is unhappy with the resolution?
    a) If the complainant is unhappy with the outcome/s of a complaint, they should be directed to the Ombudsman in QLD at https://www.ombudsman.qld.gov.au/. The Ombudsman's office will determine if it has the power to investigate the complaint.

**RECORD KEEPING**:

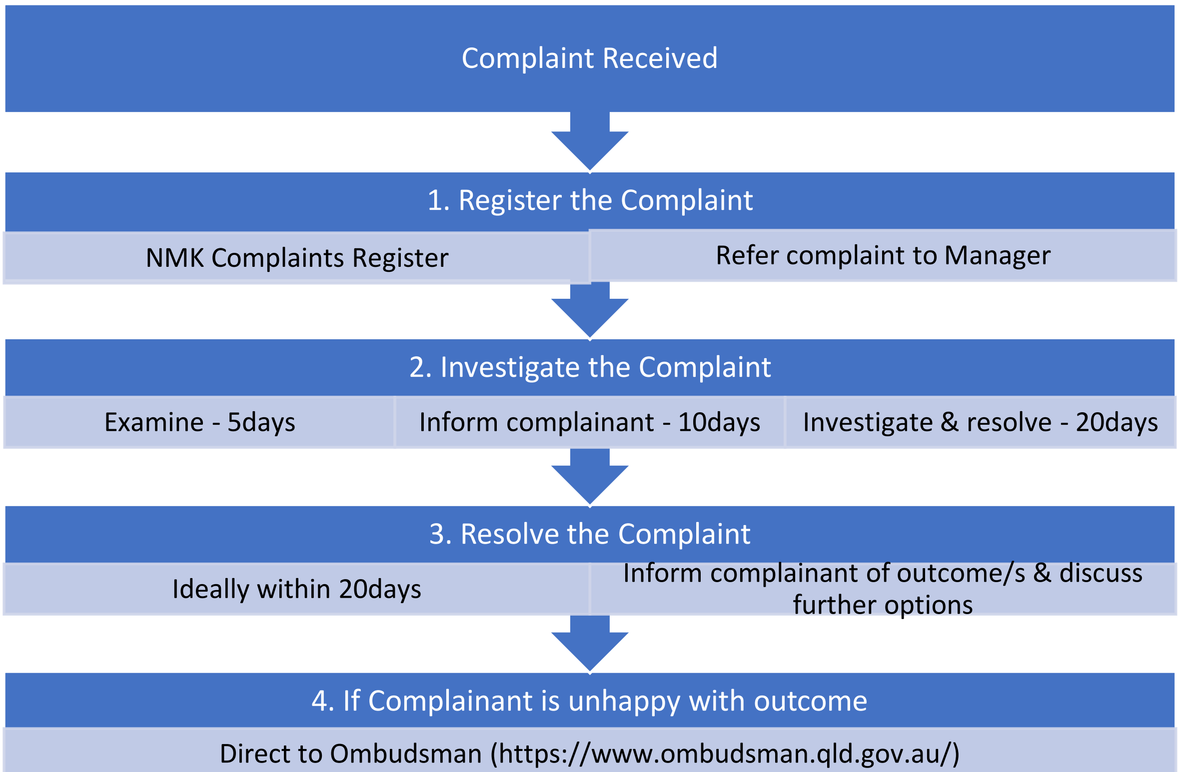
A register of complaints will be kept by NMK. The register will be maintained by the GM, AM or relevant PM, and will record the following for each complaint:

- Details of the complainant and the nature of the complaint
- Date lodged
- Action taken
- Date of resolution and brief reason for decision
- Indication of complainant being notified of outcome
- Complainant response and any further action

Copies of all correspondence and other materials received by NMK in connection with any complaints will be kept for 7 years.

The complaints register and files will be confidential and access is restricted to the GM, and where relevant, the PM & AM.

**FLOW CHART OF NMK COMPLAINT MANAGEMENT PROCESS**



# APPENDIX 8: NMK GRIEVANCE POLICY & PROCEDURES

No More Knots (NMK) is committed to ensuring that internal grievances between team members are handled with equity, fairness, accountability and transparency.

**NMK PROCESS FOR MANAGING GRIEVANCES**

The process to follow when there is an internal grievance is as follows:

1. Report the grievance to the relevant Manager (PM, AM, GM) in writing. The initial grievance may be reported verbally however it is the responsibility of the relevant manager to ensure there is a written copy of the grievance obtained.
2. Ensure that the GM is notified and receives a copy of the written grievance.
3. Registering the Grievance
    a. Register the Grievance in the NMK Internal Grievances Register. This is the responsibility of the relevant Manager or the GM. A copy of the Grievances register can be found in Fileplan.
4. Investigating & resolving the Grievance.
    a. The GM and other relevant manager/s will follow up with verbal & written communication with each party in an attempt to facilitate agreement & resolution between the involved team members.
    b. Agreement will be reached between all parties and appropriate agreed steps put in place.
    c. NMK will aim for each grievance to be resolved within 10 working days of initiation.
    d. Inform the team member/s involved of the outcome and any options for further action if required.

**RECORD KEEPING**:

A register of internal grievances will be kept by NMK. The register will be maintained by the GM, AM or relevant PM, and will record the following for each grievance:

- Details of the grievance and the team members involved
- Date lodged
- Action taken
- Date of resolution
- Indication of respective team members being notified of the outcome
- Team member/s responses and any further actions

Copies of all correspondence and other materials received by NMK in connection with any grievances will be kept for 7 years.

The internal grievances register and files will be confidential and access is restricted to the GM, and where relevant, the PM & AM.

**FLOW CHART OF NMK INTERNAL GRIEVANCES MANAGEMENT PROCESS**

1. Grievance Received

Refer Grievance to Manager

2. Register the Grievance (Mgr)

NMK Internal Grievances Register

3. Investigate, Resolve Greivance & Implement Next Steps

| | | |
|---|---|---|
| Investigate & resolve - within 10days | Inform team members of outcome/s | Implement next steps |

# APPENDIX 9: NMK Code of Conduct

## OVERVIEW

At More Knots ("The Company") we require that all of our team members conduct themselves according to the highest standards of ethics, integrity, and behaviour when dealing with our clients, colleagues and other stakeholders. This includes, but is not necessarily limited to, full compliance with all legal obligations imposed by statute or any other source of law.

This Code establishes the standards of behaviour that must be met by all employees. Where these standards are not met, appropriate disciplinary action will be taken. In cases where the breach involves serious misconduct, this may result in instant dismissal. In cases where a breach of the policy involves a breach of any law, then the relevant government authorities or the police may be notified.

## OPERATION

The purpose of this policy is to make it clear what the Company expects from team members, and team members are required to be familiar with and comply with the terms of this policy at all times. Failure to do so may result in disciplinary action, including potentially termination of employment.

To the extent that this policy describes benefits and entitlements, they are discretionary in nature and are not intended to be contractual. The terms and conditions of employment that are intended to be contractual are set out an employee's written employment contract.

The Company may unilaterally introduce, vary, remove or replace this policy at any time.

## STANDARDS OF CONDUCT

The standards expected of team members include:

- Compliance with all Company and workplace policies, procedures, rules, regulations and contracts.
- Compliance with all laws.
- Compliance with all reasonable and lawful instructions given by or on behalf of the Company.
- Devotion of the team members' entire time, attention and skill during normal working hours and at other times as reasonably necessary for the team member to perform their duties.
- To be honest and fair in dealings with customers, clients, co-workers, Company management and the general public, and to treat them with courtesy and respect.
- To be faithful and diligent, and actively pursue the Company's best interests at all times.
- To work in a safe and compliant manner, and to observe all occupational health and safety rules and responsibilities.
- Refraining from any discriminatory or harassing behaviour towards the customers, clients, other team members, Company management and the general public.
- To not make any statements to the media about the Company's business, unless expressly authorised to do so by the Company (requests for media statements should be referred to the General Manager or Director of NMK Pty Ltd.

- To not, in connection with the team members' position, accept any financial or other benefit from any entity other than the Company – unless acceptance of such benefit is in accordance with the Company's other workplace policies or is otherwise disclosed to the Company and expressly permitted by the Company.
- To not engage in any employment or provide any services to any person or entity other than the Company, except with the Company's prior written consent.
- To not engage in any employment or provide any services to a supplier or competitor of the Company, except with the Company's prior written consent.
- Immediately disclosing any potential, perceived or actual conflict of interest (whether direct or indirect) that may give rise to a conflict with the performance of the team members' obligations to the Company, or the Company's business or reputational interests. The Company may direct team members to take action to eliminate or reduce any such conflict, and employees must comply with such directions.
- To not engage in conduct, whether during or after work hours, that in the opinion of the company causes damage or potential damage to the Company's property or reputation.
- To not use, or come to work while affected by use of prohibited drugs or alcohol.
- To not discriminate on the basis of irrelevant personal characteristics including sex, race, disability, pregnancy, age, marital status or sexual preference.
- To ensure and maintain punctuality.
- To respect the Company's property.
- To dress in an appropriate manner and to ensure that appearance is presentable, clean, neat and tidy (including but not limited to wearing any uniform that is required of you by the Company). Breaches of the Code of Conduct will result in disciplinary action up to and including termination of employment.
- To not use Company internet to access and/or download sexually explicit material.
- To not use Company email to send sexually explicit, suggestive, or other harassing material.
- To maintain both during employment/contracted period and after termination of employment/contracted period with the Company, the confidentiality of any confidential information, records or other materials acquired during the course of employment.
- Reporting any conduct of other team members which is in breach of any of the above, or potentially in breach of any of the above, without delay.

# Appendix 10: WORKPLACE ANTI-BULLYING & ANTI-HARASSMENT POLICY

No More Knots Pty Ltd & its affiliated entities ("The Company") seeks to provide a work environment that is safe and enjoyable for all.

Workplace bullying has a detrimental effect on the Company and its people. It can create an unsafe working environment, result in a loss of trained and talented workers, cause the breakdown of teams and individual relationships, increase absenteeism and reduce efficiency and productivity. People who are bullied can become distressed, anxious, withdrawn and can lose self-esteem and self-confidence. Workplace bullying is also in some circumstances against the law. For these reasons, bullying will not be tolerated by the Company.

The Company recognises that workplace bullying may involve comments and behaviours that offend some people and not others. The Company accepts that individuals may react differently to certain comments and behaviour. That is why a minimum standard of behaviour is required of workers. This standard aims to be respectful of all workers.

The Company recognises that workplace bullying can take place though a number of different methods of communication including face to face, email, text messaging and social media platforms. As such, this Policy applies to all methods of communication through which workplace bullying can take place.

This Policy applies to behaviours that occur:

- In connection with work, even if it occurs outside normal working hours;
- During work activities, for example, when dealing with clients;
- At work related events and functions, for example, at Christmas parties; and
- On social media platforms where workers interact.

This Policy applies to all team members including employees, contractors and volunteers.

In so far as this policy imposes any obligations on the Company (ie those additional to those set out under legislation), those obligations are not contractual and do not give rise to any contractual rights. To the extent that this policy describes benefits and entitlements for employees (ie those additional to those set out under legislation), they are discretionary in nature and are also not intended to be contractual. The terms and conditions of employment that are intended to be contractual are set out in an employee's written employment contract.

The Company may unilaterally introduce, vary, remove or replace this policy at any time.

**WHAT IS WORKPLACE BULLYING?**

Workplace bullying occurs when an individual, or a group of individuals, repeatedly behaves unreasonably towards a worker, or a group of workers, and the behaviour creates a risk to health and safety. It includes both physical and psychological abuse.

Bullying behaviours can take many different forms, from the obvious (direct) to the more subtle (indirect).

The following are some examples of direct bullying:

- Abusive, insulting or offensive language or comments;
- Violent, aggressive or intimidating conduct;
- Belittling or humiliating comments;
- Victimisation; and
- Practical jokes or initiation.

The following are some examples of indirect bullying:

- Unjustified criticism or complaints;
- Deliberately excluding someone from work-related activities;
- Withholding information that is vital for effective work performance;
- Setting unreasonable timelines or constantly changing deadlines;
- Setting tasks that are unreasonably below or beyond a person's skill level;
- Denying access to information, supervision, consultation or resources to the detriment of the worker;
- Spreading misinformation or malicious rumours; and
- Changing work arrangements such as rosters and leave to deliberately inconvenience a particular worker or workers.

The above examples are not an exhaustive list of bullying behaviours. They are indicative of the type of behaviours that may constitute bullying and are therefore unacceptable to the Company. If you are unsure whether behaviour not provided on this list constitutes bullying you should contact your direct supervisor in the first instance.

**WHAT IS NOT WORKPLACE BULLYING?**

Reasonable management action taken by managers or supervisors to direct and control the way work is carried out is not considered to be workplace bullying, if the action is taken in a reasonable and lawful way.

The following are some examples of reasonable management action:

- Realistic and achievable performance goals, standards and deadlines;
- Fair and appropriate rostering and allocation of working hours;
- Transferring a worker to another area or role for operational reasons;
- Deciding not to select a worker for a promotion where a fair and transparent process is followed;
- Informing a worker about unsatisfactory work performance in an honest, fair and constructive way;
- Informing a worker about unreasonable behaviour in an objective and confidential way;
- Implementing organisational changes or restructuring; and
- Taking disciplinary action, including suspension or terminating employment where appropriate or justified in the circumstances.

**OTHER UNACCEPTABLE CONDUCT**

Single incidents of unreasonable behaviour (such as harassment, violence or threatening behaviour) can also present a risk to health and safety and will not be tolerated.

Harassment is considered to be any form of behaviour that is:

- Unwanted;
- Offends, humiliates or intimidates; or
- Creates a hostile environment.

Where such conduct occurs towards a person due to a particular characteristic of that person (such as when based on sex, sexual orientation, pregnancy, marital status, age, disability, ethnicity or race,) this may be unlawful under discrimination and equal opportunity law, even if it is limited to a single incident.

For example, sexual harassment is unlawful even where it is not repeated conduct. All team members are required to comply with the Company's Equal Opportunity and Anti-Discrimination Policy which provides further guidance in this area.

The Company will also not tolerate any form of workplace violence. Workplace violence is considered to be any incident where a person is physically attacked or threatened in the workplace, whether this is directed to a co-worker, subcontractor, client, customer or visitor.

It includes (but is not limited to):

- Any type of direct physical contact such as punching, pushing, tripping, spitting or blocking of someone's way;
- Any form of unwanted physical contact.

**MANAGERS' ROLES**

Managers have an important role to play in terms of fostering a culture that does not tolerate or encourage harassment, bullying or workplace violence and should ensure that they do not engage in any conduct of this nature themselves.

Managers should also ensure that all team members understand this Policy and consequences of non-compliance. When managers observe harassment, bullying or workplace violence occurring, they should take steps to prevent this conduct from continuing and warn the person or people involved of the consequences if the behaviour continues (including disciplinary measures up to and including termination of employment).

Managers must also treat all grievances raised by team members in accordance with the Company's Grievance Handling Policy.

**GENERAL TEAM MEMBERS' (CONTRACTORS & STAFF) ROLES**

The Company expects team members:

- Not to engage in harassment, bullying or workplace violence;
- Not to aid, abet or encourage others to engage in harassment, bullying or workplace violence;
- To behave in a responsible and professional manner;
- Treat others in the workplace with courtesy and respect;
- Listen and respond appropriately to the views and concerns of others; and
- To be fair and honest in their dealings with others.

**ARE YOU EXPERIENCING BULLYING, HARASSMENT OR BEING SUBJECT TO VIOLENCE?**

Complaints of bullying, harassment and workplace violence will be taken seriously and will be handled in accordance with the Company's Grievance Handling Policy.

If you make a complaint of workplace bullying, harassment or violence it will be taken seriously and will be dealt with sympathetically and in a confidential manner (except where the Company deems it is necessary to disclose information in order to properly deal with the complaint).

You will not be victimised or treated unfairly for making a complaint.

If the claim is found to be substantiated, the Company will act in accordance with its Disciplinary & Termination Policy.

Please note that any worker found to have fabricated a complaint may be subject to disciplinary action under the Disciplinary & Termination Policy, up to and including termination of employment.

**OTHER MEASURES**

The Company also recognises the need for open communication in the workplace. The Company may implement what training it considers necessary in relation to behavioural standards and where appropriate will hold meetings to address standards, expectations and any issues. The frequency, dates and form of this training and meetings will be determined by management of the Company.

**MORE INFORMATION**

If you need any more information about workplace bullying, harassment, or violence please see your manager.

**OTHER POLICIES**

Employees are encouraged to read this policy in conjunction with other relevant Company policies, including:

- Code of Conduct;
- Grievances Policy & Procedures;
- Discipline & Termination Policy.
- Diversity & Inclusion Policy

## APPENDIX 11: DISCIPLINE & TERMINATION POLICY

This policy contains guidance on performance and conduct management, and the discipline and termination consequences that may follow. It is strictly for general guidance purposes only and aims to provide team members and management with an understanding of the procedures that may be followed in certain circumstances.

In so far as this policy imposes any obligations on No More Knots Pty Ltd and affiliated entities ("The Company'), those obligations are not contractual and do not give rise to any contractual rights. To the extent that this policy describes benefits and entitlements for employees, they are discretionary in nature and are also not intended to be contractual. The terms and conditions of employment/sub-contract that are intended to be contractual are set out in an team member's written employment contract or contractor's agreement.

The Company may unilaterally introduce, vary, remove or replace this policy at any time.

**WHAT CONSTITUTES POOR PERFORMANCE?**

A team member's performance will be considered poor or unsatisfactory if the team member is repeatedly not meeting the requirements of their role (as set out in the team member's position description, contract of employment, key performance indicators, Company policies, or as communicated to the team member otherwise). Poor performance may be observed by the team member's manager or other relevant person and may or may not be the result of a formal performance evaluation.

**WHAT CONSTITUTES MISCONDUCT?**

Misconduct includes, but is not limited to:

- Unauthorised absenteeism;
- Unacceptable behaviour towards managers/supervisors/ team members/clients/customers of the Company;
- Inappropriate or dishonest behaviour in the workplace;
- Any instances of harassment and/or bullying;
- Non-compliance with Company policies, procedures or practices;
- Failure to follow lawful and reasonable direction from the Company or an authorised representative of the Company.

Depending on the nature of the poor performance or misconduct, a number of disciplinary steps may be taken. The action taken will depend on the nature and severity of the team member's conduct. The steps below are listed in order of seriousness of the poor performance and/or misconduct, however, they do not need to be followed in sequential order and how any matter is dealt with is always at the complete discretion of the Company.

**INFORMAL COUNSELLING**

The Company may informally counsel a team member in order to assist the employee to better understand workplace practices, the required level of conduct and/or performance or any other matter the Company feels it appropriate to raise with the employee for their development. If the employee continues to engage in the conduct and/or poor performance which has been subject of informal counselling, the employee may be subject to any of the disciplinary procedures set out below up to and including termination of employment/ their contract.

**FORMAL DISCIPLINARY PROCESS**

If the team member's performance or conduct does not improve following informal counselling, the Company may decide to commence a formal disciplinary process. This process may also be followed without prior informal counselling, where the seriousness of the performance or conduct issues mean it is appropriate to move straight to this stage.

The team member will usually be given written notification to attend a meeting in relation to the team member's performance or conduct. Generally, the team member will be given at least 24 to 48 hours' notice of the meeting. The letter will set out the performance or conduct issues to be discussed and warn the team member of the potential outcomes of the disciplinary process.

The Company will offer the employee an opportunity to have a support person present during the meeting. The support person is not entitled to play an active role in the meeting and is not entitled to speak on behalf of the employee, but may provide support, guidance and advice to the employee (in private if they so wish).

Generally, the following process will be followed in the disciplinary meeting:

- The Company will explain to the team member why the team member 's performance is not meeting the expected standards (by reference to the team member's job description, contract of employment, contractor's agreement, key performance indicators, etc) or elaborate on any allegations of misconduct;
- The team member will be provided with an opportunity to respond to all such issues;
- The Company will explain the potential outcomes of the meeting and the team member will be given an opportunity to respond to this (for example, if termination is being considered, the team member should be given an opportunity to say while they feel this is inappropriate).

Possible outcomes of the meeting include (but are not limited to): no action being taken, the need for further investigation, a verbal warning, a performance improvement plan, a written warning, termination of employment/contract (with notice / payment in lieu of notice) and termination of employment /contract without notice (only in cases of serious misconduct). These are discussed further below.

**NO ACTION TAKEN**

In certain circumstances the Company will decide that no action will be taken against the team member (because, for example, the allegations of misconduct are found to be unsubstantiated). In this situation the Company will generally confirm the outcome of the disciplinary meeting (and that no action is to be taken) in writing.

**FURTHER INVESTIGATION**

In some circumstances the Company will need to undertake further investigation following the disciplinary meeting in order to decide on the appropriate action to take. This may occur when, for example, there are conflicting versions of events and the Company is not in a position to make a finding on the issues/allegations.

**VERBAL WARNINGS**

A verbal warning will generally be appropriate where the team member's performance or conduct has not improved following informal counselling, or in relation to an incident that is not serious enough to warrant a

written warning. A verbal warning will involve warning the team member that if their performance or conduct does not improve, they may be subject to more serious disciplinary action.
A written record of the verbal warning should be kept.

**PERFORMANCE IMPROVEMENT/MANAGEMENT PLAN (PIP)**

A performance improvement/management plan (or "PIP") is generally used where issues have been identified in a team member's performance that need to be improved. A PIP will set clear goals or targets that the team member is expected to meet by certain dates. The Company will review the team member's performance during the period of the PIP and assist the team member in trying to improve their performance. If the team member's performance does not improve the team member may be required to attend a disciplinary meeting and may be issued a written warning. If the team member's performance does not improve after being issued one or more warnings, they may be required to attend a disciplinary meeting and (if no reasonable excuse can be given for the failure to improve) their position may be terminated.

**WRITTEN WARNINGS**

In the event that the Company has serious concerns about a team member's performance or conduct, a written warning may be issued to the team member. This may (but will not necessarily) occur following continued or repeated behaviour raised in earlier informal counselling or in a verbal warning. There may be instances where a written warning may be issued in the first instance, based on the seriousness of the poor performance or conduct.
A written warning will generally inform the team member:

- Of the team member's performance or conduct issues that have been found to be an issue;
- Why the Company did not find the team member's response to such issues in the disciplinary meeting to be acceptable;
- Of a reasonable timeframe within which the team member must remedy their poor performance and/or conduct;
- That if the team member continues to under-perform or engage in misconduct, other disciplinary action may be taken, up to and including termination of employment/contract.

**TERMINATION OF EMPLOYMENT/CONTRACT (WITH NOTICE OR PAYMENT IN LIEU OF NOTICE)**

Poor performance or misconduct may lead to the termination of a team member's employment/contract (either with notice or payment in lieu of notice).
The number of warnings provided to a team member prior to termination of their position may vary depending on the circumstances. For example, it may in some circumstances be appropriate for the Company to provide the team member with a number of warnings in relation to the same poor performance or conduct where such poor performance or conduct is of a relatively minor nature, before terminating the team member's position. Similarly, the Company may provide a team member with a number of warnings where a team member engages in misconduct or poor performance which is separate to that which was the subject of an earlier warning, or which was not reasonably proximate in time to an earlier warning.
In extreme cases of poor performance or misconduct it may be appropriate to terminate employment/contract without any previous warnings having been given.

At the disciplinary meeting, the team member will be given an opportunity to explain why they consider termination of employment/contract is not appropriate prior to the Company taking a final decision.

**TERMINATION OF EMPLOYMENT/CONTRACT WITHOUT NOTICE ("SUMMARY DISMISSAL") IN CASES OF SERIOUS MISCONDUCT**

Serious misconduct is wilful and/or deliberate behaviour by a team member that is inconsistent with the continuation of employment/contract, including but not limited to:

- A material breach of the team member's employment agreement/contractor's agreement;
- Serious failure in the performance of duties or improper or inappropriate use of the team member's position;
- Wilful violation of any law or rule of a regulatory body;
- Deliberately diverting customers or business away from the Company;
- Accepting bribes or secret commissions;
- Any conduct that in the reasonable opinion of the Company constitutes a serious or potentially serious conflict of interest, including working for a competitor during the term of the team member's employment/contract;
- Refusal to comply with a lawful and reasonable direction given by management or any other person duly allowed by the Company;
- Dishonest behaviour and/or acting in a way that is inconsistent with the best interests of the Company;
- Deliberately providing false or misleading information to the Company or any of the Company's customers or suppliers;
- Being convicted of a criminal offence which, in the reasonable opinion of the Company, may have the effect of bringing the Company into serious disrepute or affecting the ability of the team member to meet obligations under the team member's employment contract / contractor's agreement;
- Theft or misappropriation of Company property;
- Being under the influence of alcohol and/or illegal drugs whilst at work or on Company property;
- Acting in a way which in the reasonable opinion of the Company may injure or be likely to injure the business or reputation of the Company;
- Acts of bullying, harassment or discrimination (including sexual harassment and harassment on the ground of sex/gender);
- Threatening, violent, or offensive behaviour;
- Conduct that causes imminent, and serious risk to the health, or safety, of a person or the reputation, viability or profitability of the Company.

At the disciplinary meeting, the team member will be given an opportunity to explain why they consider termination of employment without notice is not appropriate prior to the Company making a final decision.

**RECORD KEEPING**

Records of verbal warnings and any written warnings will be placed in an team member's personnel file.

**OTHER POLICIES**

Team members are encouraged to read this policy in conjunction with other relevant Company policies.
The list of relevant policies includes the following: Code of Conduct; Bullying Policy

# APPENDIX 12: DIVERSITY & INCLUSION POLICY

No More Knots Pty Ltd and affiliated entities ("The Company") is committed to fostering, cultivating and preserving a culture of diversity, equity and inclusion.

Our team members, or our human capital, are/is the most valuable asset we have. The collective sum of the individual differences, life experiences, knowledge, inventiveness, innovation, self-expression, unique capabilities and talent that our team members invest in their work represents a significant part of not only our culture, but our reputation and company's achievement as well.

We embrace and encourage our team members' differences in age, color, disability, ethnicity, family or marital status, gender identity or expression, language, national origin, physical and mental ability, political affiliation, race, religion, sexual orientation, socio-economic status, veteran status, and other characteristics that make our team members unique.

NMK's diversity initiatives are applicable—but not limited—to our practices and policies on recruitment and selection; compensation and benefits; professional development and training; promotions / therapy level progression; transfers; social and recreational programs; terminations; and the ongoing development of a work environment built on the premise of gender and diversity equity that encourages and enforces:

- Respectful communication and cooperation between all team members.
- Teamwork and employee participation, permitting the representation of all groups and employee perspectives.
- Work/life balance through flexible work schedules to accommodate employees' varying needs.
- Contributions to the communities we serve to promote a greater understanding and respect for the diversity.

All team members of NMK have a responsibility to treat others with dignity and respect at all times. All team members are expected to exhibit conduct that reflects inclusion during work, at work functions on or off the work site, and at all other company-sponsored and participative events. All team members are also requested to attend and complete annual diversity awareness training to enhance their knowledge to fulfill this responsibility.

Any team member found to have exhibited any inappropriate conduct or behavior against others may be subject to disciplinary action.

Any team member who believes they have been subjected to any form of discrimination that conflicts with NMK's diversity & inclusion policy & initiatives is encouraged to seek assistance from their immediate Manager, or if this Manager is directly involved in the matter, the General Manager.

# Appendix 11: WHISTLEBLOWER POLICY

**OVERVIEW**

At No More Knots (NMK) Pty Ltd and affiliated entities (**"the Company"**) we are guided by our shared vision & company values. These values are the foundation of how we conduct ourselves and interact with each other, our clients, members, suppliers, and other stakeholders. NMK is committed to ensuring corporate compliance and promoting ethical corporate culture by observing the highest standards of fair dealing, honesty and integrity in our business activities.

**PURPOSE**

The policy has been put in place to ensure any concerns raised regarding any misconduct or improper state of affairs or circumstances in relation to the Company's business are dealt with effectively, securely, appropriately, and in accordance with the Corporations Act 2001 (Cth) (the Act).

NMK encourages the reporting of any instances of suspected unethical, illegal, corrupt, fraudulent or undesirable conduct involving the Company's business and provides protections and measures to individuals who make a disclosure in relation to such conduct without fear of victimisation or reprisal.

This policy will be provided to all employees and officers of the Company upon commencement of their employment or engagement, and will also be available via **Employment Hero**.

This policy my also be made also available to persons outside the organisation upon request to NMK Management.

**SCOPE**

This policy applies to any person who is, or has been, any of the following with respect to the Company:

- Employee;
- Director;
- Contractor (including sub-contractors and employees of contractors);
- Supplier (including employees of suppliers);
- Consultant;
- Auditor;
- Associate; and
- Relative, dependant, spouse, or dependant of a spouse of any of the above.

This policy is intended to apply to the above persons in all countries in which the Company operates a business.

**REPORTABLE CONDUCT**

You may make a report or disclosure under this policy if you have reasonable grounds to believe that a Company director, officer, employee, contractor, supplier, consultant or other person who has business dealings with the Company has engaged in (reportable) conduct which is:

- Dishonest, fraudulent or corrupt;
- Illegal (such as theft, dealing in or use of illicit drugs, violence or threatened violence and criminal damage to property);
- Unethical including any breach of the Company's policies such as the Code of Conduct;
- Oppressive or grossly negligent;
- Potentially damaging to the Company, its employees or a third party;
- Misconduct or an improper state of affairs;
- A danger, or represents a danger to the public or financial system;

- Harassment, discrimination, victimisation or bullying.

Any disclosures that do not fall within the definition of Reportable Conduct, will not qualify for protection under the Act. It will be at the Company's discretion whether it considers there is a reasonable suspicion that the Reportable Conduct is occurring and/or whether the conduct constitutes "misconduct or improper state of affairs" under the Act.

For the avoidance of doubt, Reportable Conduct does not include personal work-related grievances. A personal work-related grievance is a grievance about any matter in relation to a staff member's current or former employment, having implications (or tending to have implications) for that person personally and that do not have broader implications for the Company.
Examples of personal work-related grievances are as follows:

- An interpersonal conflict between team members;
- A decision relating to the engagement, transfer or promotion of the team member;
- A decision relating to the terms and conditions of engagement of the team member;
- A decision to suspend or terminate the engagement of the team members, or otherwise to discipline the staff member.

Personal work-related grievances should be reported in accordance with the NMK's Grievances Policy & Procedure.

**MAKING A DISCLOSURE**

NMK relies on its team members maintaining a culture of honest and ethical behaviour. Accordingly, if you become aware of any Reportable Conduct, it is expected that you will make a disclosure under this policy.
There are several ways in which you may report or disclose any issue or behaviour which you consider to be Reportable Conduct.

**Internal Reporting**

You may disclose any Reportable Conduct to your Manager, or to the General Manager at NMK. This disclosure can be provided via email or verbally. Should you have any questions or concerns of this Policy, your rights and responsibilities, and how to go about disclosing relevant information, you are encouraged to discuss the matter with your Manager or the General Manager.

Your Manager / General Manager will safeguard your interests and will ensure the integrity of the reporting mechanism.

Any information contained in the report will be kept confidential, except as required by law or where disclosure is necessary to regulatory authorities, law enforcement agencies or professional advisors to the Company.

**Anonymity**

When making a disclosure, you may do so anonymously. It may be difficult for the Company to properly investigate the matters disclosed if a report is submitted anonymously and therefore the Company encourages you to share your identity when making a disclosure, however you are not required to do so.

**External Reporting**

Where you do not feel comfortable making an internal report, or where you have made an internal report, but no action has been taken within a reasonable time, you may disclose any Reportable Conduct to various Regulators, Legal Practitioners, Media outlets or Members of the Parliament.

- **Reporting to Regulators**

You may make a disclosure to the Australian Securities and Investments Commission (ASIC) or the Australian Prudential Regulation Authority (APRA) in relation to a Reportable Conduct. You will be covered by the protections outlined in this policy if you have reported your concerns to ASIC or APRA.

- **Reporting to a Legal Practitioner**

You may choose to discuss your concerns with a legal practitioner for the purposes of obtaining legal advice or representation. You will be covered by the protections outlined in this policy if you have reported your concerns to a legal practitioner.

- **Public Interest and Emergency Disclosure**

In certain situations, the conduct or wrongdoing may be of such gravity and urgency that disclosure to the media or a parliamentarian is necessary. **It is recommended that you contact an independent legal adviser prior to making any public interest or emergency disclosure.**

A public interest and emergency disclosure can only be made to:

- a journalist, defined to mean a person who is working in a professional capacity as a journalist for a newspaper, magazine, or radio or television broadcasting service; or
- a Member of the Parliament of the Commonwealth or of a State or Territory parliament.

You may only make a 'public interest disclosure' if:

- you have previously disclosed the information to ASIC or APRA;
- at least 90 days has passed since the previous disclosure was made;
- you have reasonable grounds to believe that action is not being taken to address the matters which you have disclosed;
- you have reasonable grounds to believe that making a further disclosure to a journalist or member of parliament would be in the public interest;
- you have given written notification, including sufficient information to identify the previous disclosure to the authority to which the previous disclosure was made that you intend on making a public interest disclosure; and
- the extent of information disclosed is no greater than is necessary to inform the recipient of the misconduct, an improper state of affairs or circumstances, or a breach of the law.

You may only make an 'emergency disclosure' if:

- you have previously disclosed the information to ASIC or APRA;
- you have reasonable grounds to believe that the information concerns a **substantial and imminent danger** to the health or safety of one or more persons, or to the natural environment;
- you have given written notification, including sufficient information to identify the previous disclosure to the authority to which the previous disclosure was made that you intend on making an emergency disclosure; and
- the extent of information disclosed is no greater than is necessary to inform the recipient of the substantial and imminent danger

**INVESTIGATION**

The Company will investigate all matters reported under this policy as soon as practicable after the matter has been reported. NMK Management will investigate the matter and where necessary, appoint an external investigator to assist in conducting the investigation. All investigations will be conducted in a fair, independent and timely manner and all reasonable efforts will be made to preserve confidentiality during the investigation.

If the report is not anonymous, the Whistleblower Protection Officer or external investigator will contact you, by your preferred method of communication to discuss the investigation process and any other matters that are relevant to the investigation.

Where you have chosen to remain anonymous, your identity will not be disclosed to the investigator or to any other person and the Company will conduct the investigation based on the information provided to it.

Where possible, NMK Management will provide you with feedback on the progress and expected timeframes of the investigation. The person against whom any allegations have been made will also be informed of the concerns and will be provided with an opportunity to respond (unless there are any restrictions or other reasonable bases for not doing so).

To the extent permitted by law, NMK Management may inform you and/or a person against whom allegations have been made of the findings. NMK will document the findings in a report however any report will remain the property of the Company and will only be shared with you or any person against whom the allegations have been made if the Company deems it appropriate.

**PROTECTION OF WHISTLEBLOWERS**

NMK is committed to ensuring that any person who makes a disclosure is treated fairly and does not suffer detriment and that confidentiality is preserved in respect of all matters raised under this policy.

**Protection from Legal Action**

- You will not be subject to any civil, criminal or administrative legal action (including disciplinary action) for making a disclosure under this policy or participating in any investigation.
- Any information you provide will not be admissible in any criminal or civil proceedings other than for proceedings in respect of the falsity of the information.

- **Protection against Detrimental Conduct**
- The Company (or any person engaged by the Company) will not engage in ‘Detrimental Conduct’ against you if you have made a disclosure under this policy.
- Detrimental Conduct includes actual or threatened conduct such as the following (without limitation):
- Termination of employment/contract;
- Injury to employment/contract including demotion, disciplinary action;
- Alternation of position or duties;
- Discrimination;
- Harassment, bullying or intimidation;
- Victimisation;
- Harm or injury including psychological harm;
- Damage to a person’s property;
- Damage to a person’s reputation;
- Damage to a person’s business or financial position; or

•	Any other damage to a person.

The Company also strictly prohibits all forms of Detrimental Conduct against any person who is involved in an investigation of a matter disclosed under the policy in response to their involvement in that investigation.
The Company will take all reasonable steps to protect you from Detrimental Conduct and will take necessary action where such conduct is identified. If appropriate, the Company may allow you to perform your duties from another location or reassign you to another role (at the same level) or make other modifications to your workplace or your duties to protect you from the risk of detriment.
If you are subjected to Detrimental Conduct as a result of making a disclosure under this policy or participating in an investigation, you should inform NMK Management or an eligible recipient in accordance with the reporting guidelines outlined above.
You may also seek remedies including compensation, civil penalties or reinstatement if:

- You suffer loss, damage or injury because of a disclosure; and
- The Company failed to take reasonable precautions and exercise due diligence to prevent any Detrimental Conduct.

**Protection of Confidentiality**
All information received from you will be treated confidentially and sensitively.
You will not be required to provide your name when making a disclosure. To make a disclosure on an anonymous basis, it is recommended that you use a pseudonym and contact your relevant Manager in the manner outlined above.
If you report on an anonymous basis, you will still qualify for the protections in this policy.
If you make a disclosure under this policy, your identity (or any information which would likely to identify you) will only be shared if:
You give your consent to share that information; or
The disclosure is allowed or required by law (for example where the concern is raised with a lawyer for the purposes of obtaining legal advice); or
The concern is reported to the Australian Securities and Investments Commission (ASIC), the Australian Prudential Regulation Authority (APRA), the Australian Taxation Office (ATO) or the Australian Federal Police (AFP);

Where it is necessary to disclose information for the effective investigation of the matter, and this is likely to lead to your identification, all reasonable steps will be taken to reduce the risk that you will be identified. For example, all personal information or reference to you witnessing an event will be redacted from any report, you will be referred to in a gender-neutral context, where possible you will be contacted to help identify certain aspects of your disclosure that could inadvertently identify you. Any disclosure under this policy will also be handled and investigated by qualified staff.
The Company will also take the following measures for protecting your identity:
All paper and electronic documents and other materials relating to disclosures will be stored securely;
Access to all information relating to a disclosure will be limited to those directly involved in managing and investigating the disclosure;
Only a restricted number of people who are directly involved in handling and investigating a disclosure will be made aware of your identity (subject to your consent) or information that is likely to lead to your identification;
Communications and documents relating to the investigation of a disclosure will not be sent to an email address or to a printer that can be accessed by other staff; and
Each person who is involved in handling and investigating a disclosure will be reminded about the confidentiality requirements, including that an unauthorised disclosure of your identity may be a criminal offence.

If you are concerned that your identity has been disclosed in relation to a disclosure, and without your consent, you should inform a Whistleblower Protections Officer or eligible recipient immediately.

**SUPPORT AVAILABLE**

NMK Management will provide assistance to any team member who makes a disclosure under this policy or is implicated as a result of a disclosure in gaining access to confidential counselling services.

Where appropriate, the Company may also appoint a Manager to act as a support person in the workplace to help you deal with any ongoing concerns you may have.

You may also access third party support providers such as Lifeline (13 11 14) and Beyond Blue (1300 22 4636) for support.

**OTHER MATTERS**

Any breach of this policy will be taken seriously and may result in disciplinary action, up to and including termination of employment.

In so far as this policy imposes any obligations on the Company, those obligations are not contractual and do not give rise to any contractual rights. To the extent that this policy describes benefits and entitlements for employees, they are discretionary in nature and are also not intended to be contractual.

The Company may unilaterally introduce, vary, remove or replace this policy at any time.

# APPENDIX 13: CRITERIA FOR CONTRACTOR RATES