

Table of Contents

Mission Statement.....	2	Disciplinary Action.....	33
Our Core Values.....	3	Adding a New Service or Class.....	34
Company Information.....	4	Standard Operating Procedures.....	35
Facility Description.....	5	Supplies & Linens.....	35
Hours of Operation.....	6	Maintenance & Sanitation.....	36
Exceptions/Holiday Closures.....	6	Scheduling.....	37
Inclement Weather & Power Outage		Client Check-In Policy.....	37
Closures.....	6	Cancellation & Late Arrival Policies.....	38
Who Works Here.....	7	Refund Policy.....	38
Staff Directory.....	7	Outstanding Balance Policy.....	38
Accountability Chart.....	8	Payment Processing.....	39
Leadership Team.....	9	Methods of Payment Accepted.....	39
Decision Making.....	9	Insurance Billing (IN DEVELOPMENT).....	40
Job Descriptions.....	10	Communication & Reporting.....	41
Owner.....	11	Contact Logs.....	41
Office Manager.....	12	Client Intake & Evaluation.....	41
Human Resources Manager.....	13	Documentation for Services.....	42
Marketing Director.....	14	Refusal of Services to a Client.....	42
Financial Manager.....	15	Refusal of a Client by a Practitioner.....	43
Administrative Assistant.....	16	Inappropriate Client Behavior.....	43
Receptionist.....	17	Storage & Disposal of Client Files.....	43
Compliance Officer: Massage.....	18	Payroll Policies.....	44
Massage Therapists.....	19	Employment Designation.....	44
Bodyworkers & Other Practitioners.....	20	Wage Determination.....	44
Staff Expectations.....	21	Wage Tracking & Processing.....	45
Working Conditions.....	21	Holiday Pay.....	45
New Hires.....	22	Overtime.....	45
Dress Code & Conduct.....	23	Raises.....	46
Meetings & Events.....	24	Event Compensation.....	46
Performance Review Schedule.....	25	Employee Benefits.....	47
Practitioner Shift Guide.....	25	Discount for Self-Care.....	47
Use of Electronic Devices.....	28	Continuing Education Reimbursement.....	48
Social Media.....	29	Reimbursement of Professional Fees.....	48
Remote Work.....	29	Paid Time Off & Sick Time.....	49
Attendance Policies.....	29	Retirement Plan.....	50
Types of Absences.....	31	Appendix A: 269 CMR 5.00: Code of	
Sick Policy.....	31	Professional Ethics & Stands of Professional	
COVID19 Attendance Policy.....	32	Practice.....	51

Mission Statement

Oasis Massage Inc strives to create an environment that meets all state licensing requirements where staff members can contribute and achieve success within the field of Alternative Healthcare. It is with that goal in mind that the following document has been drafted.

This dynamic document will be updated to reflect changes in the industry, legislature regarding the industry, as well as the business and its' practices. Compliance-related changes will be made and implemented immediately; a special meeting or memo will be sent to all employees at the time of the change. Any other changes will get presented at the next quarterly State-of-the-Company Meeting, and go into effect immediately after the meeting.

Information in this document is current as of 12/23/2022; last updated by Pallas Hutchison.

Our Core Values

Accountability

- We put in extra effort, go the extra mile, and hold ourselves accountable for outcomes, good and bad.
- We provide transparency regarding each success and failure of our business as we grow.
- We demonstrate a good work ethic as well as a consistently high quality of work.

Transparency

- We communicate, internally & externally, with unwavering candor, honesty, integrity, and respect.
- We strive to keep our space free from outside influences in order to maintain a safe and calming atmosphere, for both our clients and our team.
- We recognize that we are all human. We take interest in, and embrace, each other's individuality. We stay true to who we are, stand up for what we believe in, and are tolerant and accepting of our differences.

Teamwork

- We welcome hard conversations, don't make assumptions, and rely on each other to find solutions. Mistakes are ok as long as we learn something from them. We empower each other to create a work environment that is conducive to creating the optimal work/life balance.
- We demonstrate empathy by understanding that communication starts by listening, understanding different perspectives, and caring about others' success.

Intellectual Curiosity

- We provide an environment that fosters personal development and professional growth.
- We are excited about learning and seek out educational opportunities.
- We never settle. In everything we do, we challenge our ideas of what's possible in order to better meet the needs of our clients and our team.

Sustainability

- We demonstrate resourcefulness and creativity when faced with the unexpected. Our adaptability allows us to embrace unexpected challenges as opportunities to learn and improve.
- We offer a pay structure that differs from the rest of our industry, allowing us to make massage therapy a sustainable career path with opportunities for growth as well provide benefits for our entire team.
- We pay attention to little details of our daily operations to reduce our impact on the environment.

Company Information

Who We Are

Oasis Massage Inc, known in the rest of this document as "Oasis Massage", is an S Corps whose purpose is to get results for our clients and fulfillment for our employees. We do that by providing a variety of pain management services, primarily therapeutic massage. Since opening in 2005, Oasis Massage has expanded to include additional massage therapists, other practitioners, clerical staff, and retail products.

What We Sell

Oasis Massage currently offers both services and products. Services offered include massage and bodywork in a variety of modalities for both relaxation and therapeutic purposes. Specialties vary by staff member but the primary focus is pain management and medical massage therapy techniques.

Products carried by Oasis Massage include self care tools, essential oils and accessories, as well as locally made artisanal products. Brands carried include Young Living (Essential Oils), Arnicare, and Biofreeze. Locally made products include CBD salves and soaps from By The Bay Farms, assorted greeting cards by Amy Mason Design, and honey from Tuck-A-Way Farm.

Who We Sell To

As individual as our clients are, they fall into the following general demographics: live within 25 miles of our facility; 35-65 years old; recovering from an injury, dealing with acute muscular pain, or diagnosed with a chronic pain condition. We also work to develop referral relationships with other businesses that treat chronic pain conditions like chiropractors, acupuncturists, physical therapy, and personal trainers/gyms.

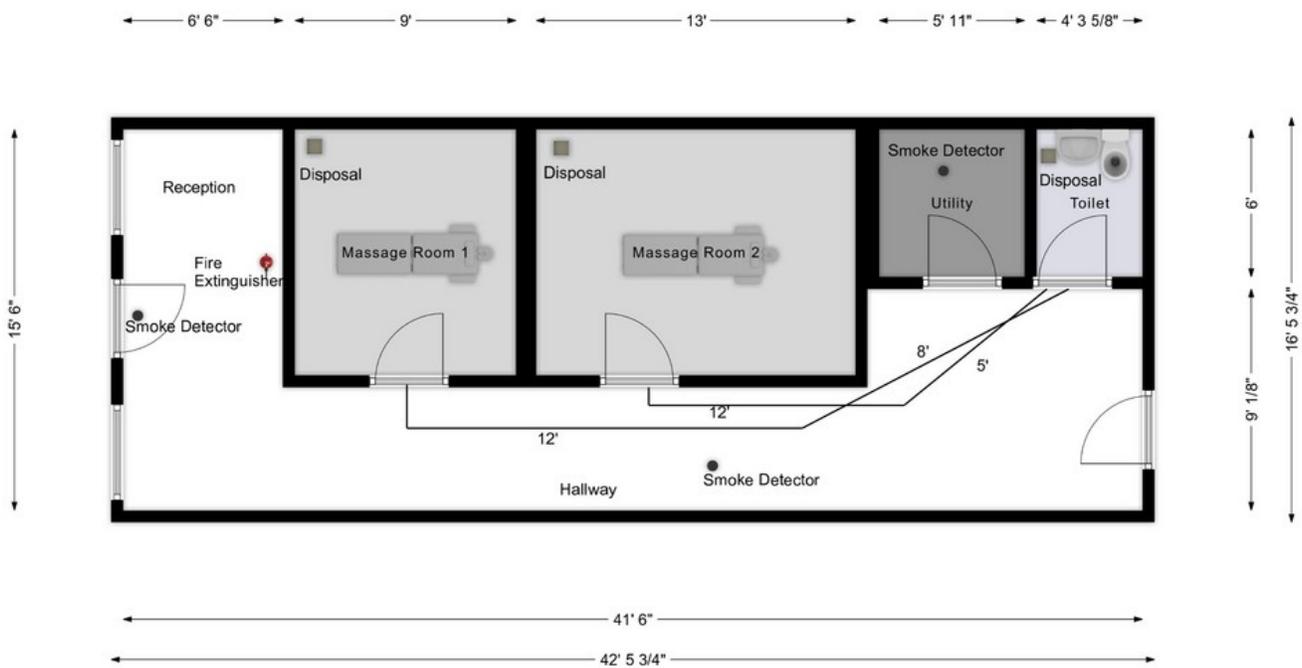
How We Sell

We have a clearly defined process that divides our client base into three treatment phases. Each phase has specific goals and services associated with it.

- Phase 1 is our assessment phase. This is where we collect data so we know what a client is dealing with physically and what their expectations are for realistic results. If we don't believe our services are the best fit, we refer them out. If we believe we can help them, we move them into Phase 2.
- Phase 2 concentrates on breaking the pain cycle and is characterized by shorter, more frequent, and highly targeted appointments. Appointments get spaced out over time based on how long the client remains pain-free between each appointment. Once they are pain-free for three week intervals, we move them into Phase 3.
- Phase 3 focuses on maintenance. The average maintenance client comes in for one appointment every 4-6 weeks indefinitely. This allows us to catch any issues before they become chronic. If new injuries or conditions emerge, we move them back to Phase 1 and reassess with the new information.

Facility Description

Oasis Massage is located at 292B Route 28 in West Dennis, MA. This is a small, multi-service establishment that provides massage therapy and other bodywork services. The office is located on the first floor with 2 fully-equipped treatment rooms for providing services. Amenities include a private half bathroom, a washer/dryer hook up, one private parking space, and access to municipal lot behind the building for client and staff parking.



Hours of Operation

All services are by appointment only; appointments must be booked within the following hours. Actual availability may vary by season.

Monday	12 PM – 7 PM
Tuesday	9 AM – 7 PM
Wednesday	9 AM - 7 PM
Thursday	9 AM - 7 PM
Friday	9 AM - 7 PM
Saturday	9 AM - 7 PM
Sunday	CLOSED

Exceptions/Holiday Closures

In order to allow our staff to spend time with their families, we will either close early or close for the entire day on the following dates/holidays:

- New Year’s Day
- Memorial Day
- Juneteenth (June 19th)
- Independence Day
- Labor Day
- Columbus Day
- Veteran’s Day
- Thanksgiving
- Christmas Eve
- Christmas Day
- New Year’s Eve

See “Payroll Policies” for details regarding holiday pay & office closures.

Inclement Weather & Power Outage Closures

If the DY Regional School District announces a school closure due to weather, Oasis Massage will close the applicable day until noon. The Owner and/or Office Manager will decide by noon on the applicable day if it is necessary to close for the entire day.

Staff with children under age 12 whose school has closed for weather concerns may opt to take the entire day off, without pay, regardless of if the office closes.

If the office loses power for any reason, all appointments within the next hour will be rescheduled. The office needs to have regained power for 30 minutes prior to providing a service; this allows the building to reach an appropriate temperature and all air filtration devices to be reset. If the power has not been restored within 90 minutes, all appointments for the day will be rescheduled and staff will be sent home. If the office gets closed during a shift, all staff sent home will receive a minimum of three hours paid time for the day. (454 CMR 27.04 (1))

The Owner or Office Manager will post on the business Facebook page when the office is closed due to weather. If possible, the Owner or Office Manager will retrieve the work phone to notify all clients and staff scheduled for that day. If it is not possible to safely retrieve the work phone, clients will be notified by email.

Who Works Here

Staff Directory

Current Employees

Name	Position(s)	Start Date	End Date	License #
Pallas Hutchison	Owner / LMT / Finance	10/1/2005	Present	1998
Sara Groom	LMT/ Practitioner	8/1/2017	Present	13457
Ashley Bilodeau	Compliance Officer / LMT	8/25/2017	Present	13704
Connie Mack	Receptionist	1/4/2022	Present	N/A
Melissa Parent	Office Manager / Admin Assistant / HR / Marketing	6/1/2022	Present	N/A
Will Wigfall	LMT	7/5/2022	Present	14336
Shea Leigh Hutchison	Receptionist Receptionist, per diem	4/14/2019 7/27/2022	5/1/2020	N/A

Past Employees (7 years)

Name	Position(s)	Start Date	End Date	License #
Nicole Poor	Receptionist	2/18/2011	10/1/2015	N/A
Danielle Gincauskis	LMT	5/24/2011	12/22/2015	10408
Catherine Ould	LMT / Practitioner	11/14/2014	3/31/2015	11394
Deborah Doerr	Practitioner	11/11/2014	8/1/2015	N/A
Lisa Nelson	LMT	2/18/2015	8/1/2015	12226
Amelia Price	LMT	6/22/2015	8/12/2020	11441
Barbie Clemons	LMT	10/11/2015	4/21/2016	12907
Amanda Coleman	Receptionist	10/11/2015	10/1/2020	N/A
Kerry Butkevich	LMT	7/1/2016	8/27/2016	11978
Jennifer Maloney	Receptionist	6/6/2017	11/1/2017	N/A
Renee Levesque	Receptionist	4/9/2018	7/2/2020	N/A
Alaina Kisamore	Receptionist	4/14/2019	11/1/2021	N/A
Jessalyn Peters	Receptionist	12/1/2019	5/1/2020	N/A
Gwin Touhey	Receptionist	7/26/2020	8/4/2020	N/A
Mary Elizabeth Trull	Administrative Assistant	8/9/2020	10/22/2021	N/A
Lisa Pulsifer	Office Manager	11/30/2021	6/11/2022	N/A

Accountability Chart

Current as of 12/20/2022

<u>Owner: Pallas Hutchison</u>				
Responsibilities: 1. Leadership, Management & Accountability (LMA) 2. Tech/IT 3. Creative problem solving 4. Formatting 5. Website, Blog & Emails 6. Updating VTO				
<u>Office Manager: Melissa Parent</u>				
Responsibilities: 1. LMA 2. Facility Management 3. Mediate Client Issues 4. Systems & Processes 5. Special Projects 6. Initial Vendor Relations				
<u>Sales/Marketing</u>	<u>Operations</u>		<u>Finance</u>	
<u>Marketing Director</u> Melissa Parent	<u>Admin. Assistant</u> Melissa Parent	<u>Compliance Officer</u> Ashley Bilodeau	<u>HR Manager</u> Melissa Parent	<u>Financial Manager</u> Pallas Hutchison
Responsibilities: 1. LMA 2. Define Target Markets, Uniques 3. Implement marketing plan 4. Client & Employee Acquisition	Responsibilities: 1. LMA 2. Front Desk Manual 3. Manage membership 4. Track Inventory 5. Purchasing 6. Misc. Errands	Responsibilities: 1. LMA 2. Industry Licensure 3. Define Process 4. Client Retention 5. Track CEs 6. Practitioner Orientation	Responsibilities: 1. LMA 2. Scheduling 3. Payroll & Benefits 4. On- & Off-boarding Employees 5. Performance Reviews 6. Mediate employee issues	Responsibilities: 1. LMA 2. Budgets 3. Book-keeping 4. Reconciliation 5. PCI Compliance 6. Risk Management
<u>Marketing Team</u> Melissa Parent	<u>Receptionists</u> 2 People	<u>Practitioners</u> 4 People		<u>Insurance Billing</u>
Responsibilities: 1. Content Generation 2. Manage Social Media 3. Networking Events	Responsibilities: 1. Customer Service 2. Filing/Data Entry 3. Cleaning/Laundry	Responsibilities: 1. Provide Services 2. Documentation 3. CEs		1. HIPAA Compliance 2. Verify coverage 3. Communication 4. Billing 5. Tracking Payments

Leadership Team

The Leadership Team consists of seven roles: Owner, Office Manager, Marketing Director, Finance, Compliance Officer, Administrative Assistant, and HR Manager. Members of the Leadership Team have additional responsibilities which includes supervising other employees.

As the business grows & adds more services, each type of licensed practitioner will have it's own Compliance Officer to function as the department head and oversee adherence to applicable licensing regulations. This new Compliance Officer will become an additional member of the Leadership Team.

Decision Making

With respect to the degree to which any employee is involved in decision making, the employee refers to manuals, checklists, regulatory guidelines, and other available informational materials as a resource before taking any action. For matters requiring additional support and/or approval before an action is taken, the employee consults with their direct supervisor and/or the Office Manager.

If a decision still cannot be made, the issue will then be presented to the Owner and a decision will be made through a joint effort. The consequences of making inappropriate decisions are severe. They could lead to legal issues, confidentiality breaches, and/or potential fines. In addition, inappropriate decisions could harm Oasis Massage Inc, its reputation, and employees or clients could lose trust in and respect for the employee.

Compliance Officer(s) have final say on issues related to industry standards, adherence to licensing regulations, scope of practice, and professional ethics.

Job Descriptions

(updated 7/6/2022)

All employees of Oasis Massage Inc are considered at-will. At this time, jobs are divided into two departments: Administrative Staff & Practitioners.

Administrative Staff

Any member of the staff not providing a hands-on service, teaching a class, or providing a service directly to a client is considered Administrative Staff. All administrative staff will be trained on Receptionist duties to cover breaks, days off, vacations, and/or sick time. Individual tasks may be re-assigned and/or new positions created by the Office Manager, when necessary.

The Compliance Officer(s) must also be a licensed Practitioner. As the business grows & new services are added, each new type of Practitioner will require a Compliance Officer to oversee that license type. A separate Compliance Officer is required for each license type. Staff may not be Compliance Officer for more than one license type.

Practitioners

In this document, the term "Practitioner" encompasses all Licensed Massage Therapists (referred to hereafter as "LMTs"), other Bodyworkers, and any other staff members that provide a hands-on service, teaching a class, or providing a service directly to a client.

All practitioners are required to have a current CPR/First Aid/AED license, a copy of which will remain in their employee record. A copy of all state licenses & other proofs must be current & displayed at all times within the facility.

Additional Notes

All available positions will be offered internally before advertising for external candidates.

Staff may have multiple job titles provided they are qualified for all positions held and meet the needs of all positions within a maximum workload of 40 hours per week. For example, an employee may be a part-time Practitioner and a part-time Receptionist; they will be considered a full-time employee with their schedule split between the two roles. Each position held will require a separate performance evaluation; performance evaluations will be combined into one review with each position's direct supervisor and HR present.

Owner

Job Purpose

The Owner's primary role is steer the overall direction of the company.

Primary Duties & Responsibilities

- **VTO:** Define the Core Values & Core Focus of the company. Define 10-Year Target, 3-Year Picture.
- **Leadership, Management & Accountability (LMA):** Participate in leadership team meetings.
- **Creative Problem Solving:** Be available to all departments and employees to find solutions to difficult or recurring problems. Streamline processes to increase efficiency.
- Tech/IT
- **Formatting:** Finalize drafts of forms submitted by all leadership team.
- Website & Blog/Email Blasts
- **Employee Handbook:** Define company policies and protocols. Work in conjunction with Compliance Officer(s) to ensure all requirements are met.

Responsibility & Accountability

An employee in this position works directly with the Office Manager.

Office Manager

Job Purpose

The Office Manager's primary role is to organize & coordinate administration duties & office procedures. Through the accomplishment of that goal, the Office Manager will create & maintain a pleasant work environment, ensuring high levels of organizational effectiveness, communication and safety. Ultimately, the Office Manager should be able to ensure the smooth running of the office and help to improve company procedures and day-to-day operation. Office Manager further supports company operations by maintaining office systems & supervising staff.

Primary Duties & Responsibilities

- Perform duties of all administrative employees if none is scheduled, or to cover breaks and/or requested days off.
- **VTO:** Break down 1-Year Plan into Quarterly Targets (actionable steps to be taken in the next 90 days). Prioritize issues for discussion at Leadership Team Meetings. Implement solutions.
- **Leadership, Management & Accountability (LMA):** Oversee and coordinate with all of the administrative employees. Run monthly leadership team meetings. Notify all members of the staff about updates & changes to company policies.
- **Facility Management:** Oversee all day-to-day functions of the business.
- **Performance Reviews:** Document all concerns regarding job performance. Conduct performance reviews in conjunction with Human Resource Manager.
- Mediate any disputes and/or complaints between clients, in conjunction with the Owner when necessary.
- Special Projects
- Initial Vendor Relations

Responsibility & Accountability

An employee in this position works directly with the Owner, to whom the position reports.

The position is responsible for supervising and coordinating with all of the administrative employees. In all matters directly related to Compliance, the Office Manager defers to the applicable Compliance Officer.

Human Resources Manager

Job Purpose

A key part of our Leadership Team, the Human Resources Manager sets the tone for the office culture by coordinating between departments and ensuring that all employees have the resources they need to thrive within the company.

Primary Duties & Responsibilities

- **Employee On-Boarding, and Orientation:** Schedule & participate in interviews with direct supervisor for target position. Notify applicants of whether or not they move forward with employment. Schedule orientation for new hire. Ensure all new hire paperwork is completed & appropriately filed. Issue equipment as needed.
- **Maintain Employee Files:** Update the names & statuses of all staff, including the Compliance Officer, in cases of job change or dismissal. Ensure that all service records will remain under the possession of Oasis Massage & not be accessed by an employee that is no longer a member of the staff. Ensure employment forms are kept current & compliant.
- **Payroll & Benefits:** Track employee hours. Submit to payroll company. Distribute paychecks to employees. Monitor and distribute accrued benefits. Track employee tuition reimbursement, ensuring criteria are met prior to distributing funds. Assist employees in signing up for retirement plan after one year of employment.
- **Performance Reviews:** Track attendance. Document all concerns regarding attendance and/or compliance. Conduct performance reviews in conjunction with each employee's direct supervisor. Enforce any disciplinary actions up to and including termination. Mediate any disputes and/or complaints between staff members and/or clients.
- **Leadership, Management & Accountability (LMA):** Attend monthly leadership team meetings.
- **Scheduling:** Manage staff schedules. Plan in-house or off-site activities, like parties, celebrations, continuing education and conferences. (Coordinate with Compliance Office to schedule CE & CPR courses for Practitioners.) Monitor local events to find opportunities for community involvement, and alert staff & clients to increased traffic/road closures. Schedule professional cleaning services as needed.
- Ensure business operates within current employment laws.
- Mediate any disputes and/or complaints between staff members, in conjunction with the Owner when necessary.

Accountability

An employee in this position works under the supervision of the Office Manager, to whom the position reports.

Marketing Director

Job Purpose

A key part of our Leadership team, the Marketing Director is in charge of managing all aspects related to the production and implementation of any given campaign. They're responsible for strategizing and analyzing and leading their team while making sure everything runs smoothly from start to finish with clients or colleagues alike.

Primary Duties & Responsibilities

- **VTO:** Define Target Markets and Three Uniques. Create an infographic for “the Process.”
- **Marketing:** Develop marketing plan around VTO. Monitor and re-evaluate quarterly.
 - When marketing services, defers to the applicable Compliance Officer to ensure materials accurately represent scope of practice.
- **Social Media Management:** Generate relevant content, schedule posts for and maintain accurate information on the business’s social media profiles.
 - Post same-day openings daily.
 - Maintain accuracy of all online listings. (Hours, address, staff, pricing, services, etc.)
 - Take and edit photos and videos of staff, retail items, the facility, and relevant events. If necessary and within budget, subcontract a professional photographer or videographer for photos or video content.
- **Employee Acquisition:** Coordinate with Leadership Team to create and market job listings as job positions become necessary/available.
- **Networking:** Represent the business at select networking events.
- **Leadership, Management & Accountability (LMA):** Attend monthly leadership team meetings. Run department meeting.

Responsibility & Accountability

An employee in this position works under the supervision of the Office Manager, to whom the position reports.

This position does not currently supervise others; in the event of business growth, more positions may be created and tasks delegated.

Financial Manager

Job Purpose

The primary goal is to ensure that the business remains financially solvent and all changes are sustainable.

Primary Duties & Responsibilities

- **Budgets:** Create and monitor budgets for the business as a whole and for each department.
- **Risk Management:** Communicate with accountant quarterly (or as needed) regarding tax liability and annual filings. Coordinate with HR regarding raises and new hires. Maintain PCI compliance for credit card processing.
- Coordinate with Marketing Director and Administrative Assistant regarding promotional sales, upcoming holidays, etc.
- **Bookkeeping:** Maintain accounting files in Quickbooks. Reconcile accounts monthly. Reconcile cash drawer weekly.
- **Insurance Billing:** Verify coverage of services with insurance companies. Provide copies of necessary documents to applicable parties. Submit & track received payments for insurance claims. Ensure compliance with HIPAA laws.
- **Leadership, Management & Accountability (LMA):** Attend monthly leadership team meetings. Run department meeting.

Responsibility & Accountability

An employee in this position works under the supervision of the Office Manager, to whom the position reports.

This position does not currently supervise others; in the event of business growth, more positions may be created and tasks delegated.

Administrative Assistant

Job Purpose

The primary goal is to ensure that the front desk operates smoothly. They should have strong customer service & organization skills.

Primary Duties & Responsibilities

- **Receptionist:** Perform duties of Receptionist when none is scheduled or to cover breaks and time off requests.
- **Front Desk Manual:** Maintain an accurate reference manual for all processes needed by the Receptionists.
- **Membership Management:** Maintain spreadsheet of monthly memberships. Follow up with clients to ensure they are using their pre-paid appointments. Track membership suspensions. Communicate relevant price changes to members.
- **Track Inventory:** Track retail items & supplies. Reorder print materials via email directly with print company, as needed. Purchase required supply and retail items. Get approval from Financial Manager prior to large orders/purchases (over \$500).
- **Performance Reviews:** Document all concerns regarding job performance. Conduct performance reviews in conjunction with Human Resource Manager.
- **Leadership, Management & Accountability (LMA):** Attend monthly leadership team meetings. Run department meetings.

Responsibility & Accountability

An employee in this position works under the supervision of the Office Manager, to whom the position reports. In all matters directly related to Compliance, this employee defers to the applicable Compliance Officer.

The position is responsible for supervising all Receptionists. The Administrative Assistant may delegate Receptionist duties to other Receptionists.

Receptionist

Job Purpose

The Receptionist performs a variety of tasks; the majority fall within three categories: customer service, administrative tasks & cleaning. Duties may be divided between multiple receptionists.

The Receptionist ensures that customers have a pleasant experience while at the business, starting from when they walk in the door until they exit the premises. Additionally, the receptionist may recommend treatments, up-sell services & add-ons, and sell retail products. They should have strong customer service and organization skills.

Primary Duties & Responsibilities

- **Customer Service:** Answer the phone, return calls and respond to messages (email, text and via review sites). Assist clients with scheduling appointments, gift certificates sales & retail sales. Make follow up calls.
- **Administrative:**
 - **Filing:** Retrieve and put away client folders. Remove inactive client folders for storage. Organize all receipts and financial statements in accounting binder.
 - **Data Entry:** Enter client information into MindBody & MOPRO.
- **Cleaning:** The general cleaning & maintenance of the office, in it's entirety, is primarily the responsibility of the receptionists. A professional cleaning company may be called in periodically to deep clean, as needed. Tasks should be completed on a daily, weekly or as needed basis.
 - Wash, fold & put away laundry; remove worn or damaged linens. Ensure no wet laundry gets left in the washing machine overnight. Sanitize doorknobs. Ensure bathroom is clean & stocked. Wash & put away dishes. Vacuum. Dust. Gather trash. Ensure no spoiled food is left in the employee refrigerator. Maintain window boxes.
- **Errands & Miscellaneous:** Make bank deposits. Pick up mail from post office. Distribute brochures. Purchase supplies as needed. Ensure Practitioners have breaks & pick up lunch. Display open flag & open sign during business hours. Assist LMTs in setting up for scheduled services if needed. Ensure all electronics are turned off at the end of the business day, including the phone. Ensure all heating pads and/or towel warmers are unplugged at the end of the business day.

Accountability

An employee in this position works under moderate supervision from the Administrative Assistant, to whom the position reports. The position is not responsible for supervising others. In all matters directly related to Compliance, this employee defers to the applicable Compliance Officer.

Compliance Officer: Massage

Job Purpose

The Compliance Officer's primary role is to ensure that Oasis Massage, and all of its Massage Therapists, operates within the parameters of MA state law for Massage Therapy practices. This individual must be a currently state-licensed Massage Therapist.

Primary Duties & Responsibilities

- **Leadership, Management & Accountability (LMA):** Attend monthly leadership team meetings. Run department meetings. Conduct performance reviews in conjunction with Human Resource Manager.
- **Train & Supervise Massage Therapists:** Interview new practitioners; verify education, licensure, and qualifications. Enforce the sanitation requirements of the establishment and the proper procedure of intake and evaluation by LMTs. Ensure all LMTs are currently licensed & licenses are properly displayed. Monitor retention metrics. Document all concerns regarding job performance.
 - Assist LMTs to find local CE courses or schedule in-house workshops. Schedule annual CPR re-certification workshop. Coordinate with Human Resource Manager.
 - Ensure all LMTs' service offerings are within their scope of practice. Ensure Bodyworkers and Other Practitioners do not use the term "Massage Therapy" in their service descriptions. Serve as the primary resource for LMTs on any scope of practice questions.
- **Establishment Licensure:** File for renewal of the establishment license at least 30 days before it expires. In the case of the business being dissolved, the Compliance Officer will notify the MA DOL for the withdrawal of the establishment license.
- **Inspections:** Coordinate with State Inspectors regarding inspections. Maintain records of inspections and provide the records for review upon the request.
- **Monitor changes in laws regarding the regulation of Massage Therapy:** Adapt business's Compliance Plan as needed. Notify Office Manager of any necessary changes to the Compliance Plan.

Responsibility & Accountability

The Compliance Officer is responsible for supervising all Practitioners and has authority for all matters directly related to Compliance of Massage Therapy.

In all other matters, the Compliance Officer is under the supervision of the Office Manager.

Knowledge & Skills Required

Education

- High School diploma or equivalent required
- Massage Certificate (min. 650 hrs)

Experience

- A minimum of two years experience as a Massage Therapist

Massage Therapists

Job Purpose

The primary duty of the Massage Therapist is to provide therapeutic massage services to clients.

Primary Duties & Responsibilities

- **Provide Services:** Evaluate clients' needs. Provide services within scope of practice. Assess progress & develop treatment plan.
- Maintain treatment rooms & supplies to the standards described in this document and using cleaning logs provided.
- **Documentation:** Maintain accurate SOAP notes for each appointment, except as deemed unnecessary by law. Additional documentation required for insurance clients.
- Maintain professional license to the standards determined by the Commonwealth of Massachusetts's Board of Registration of Massage Therapy.
- During unbooked shifts and/or between appointments, LMTs should do one of the following: work on approved CEs, assist with cleaning/laundry, SOAP notes.

Accountability

Massage Therapists report to the Compliance Officer. The position is not responsible for supervising others.

Knowledge & Skills Required

- A current Massachusetts-state Massage Therapy license
- Transcript from accredited college or trade school offering Massage Therapy
- Copies of all additional certifications & applicable CEs [Ie. Pregnancy, Hot Stone, NMT, MTPT]
- All Practitioners must obtain all applicable licenses & insurance required for their modality/service prior to accepting any clients. Proof of Insurance, with Oasis Massage listed as an AIE, is required.

Performance Standards

Practitioners are expected to maintain a retention rate above 50% by the end of their first year of employment. Failure to maintain this rate will result in a performance review where the Compliance Officer will enforce discipline that may include additional training, a change in hours, or termination.

Practitioner schedules will fluctuate quarterly based on their overall booking rate; overall booking rates under 70% will result in a reduction in hours and booking rates over 90% will result in an increase in hours, when shifts are available. Practitioners are not required to accept additional hours if they wish to remain part time or if they are already scheduled 40 hours per week.

Bodyworkers & Other Practitioners

Job Purpose

Any member of the staff who provides a bodywork modality or service [Ie. Rolfing, Shiatsu, Acupressure, Reflexology, Reiki, Yoga, Meditation] that is not regulated by the State of Massachusetts must obtain a permit from the Town of Dennis's Health Department, if the town regulates the bodywork modality. A bodyworker without a Massachusetts State Massage Therapy license must not offer Massage Therapy or use the word "Massage" anywhere within his/her title or description of service being offered.

Primary Duties & Responsibilities

- **Provide Services:** Evaluate clients' needs. Provide services within scope of practice. Assess progress & develop treatment plan.
- Maintain treatment rooms & supplies to the standards described in this document and using cleaning logs provided.
- **Documentation:** Maintain accurate SOAP notes for each appointment, except as deemed unnecessary by law. Additional documentation required for insurance clients.
- Maintain professional license to the standards determined by the Commonwealth of Massachusetts, if applicable
- During unbooked shifts and/or between appointments, Practitioners should do one of the following: work on approved CEs, assist with cleaning/laundry, SOAP notes.

Accountability

An employee in this position works under moderate supervision from the Compliance Officer. The position is not responsible for supervising others.

Knowledge & Skills Required

- Transcript or resume documenting applicable education
- Copies of any/all applicable certificates
- All Practitioners must obtain all applicable licenses and insurance required for their modality/service prior to accepting any clients. Proof of Insurance, with Oasis Massage listed as an AIE, is required.

Performance Standards

Practitioners are expected to maintain a retention rate above 50% by the end of their first year of employment. Failure to maintain this rate will result in a performance review where the Compliance Officer will enforce discipline that may include additional training, a change in hours, or termination.

Practitioner schedules will fluctuate quarterly based on their overall booking rate; overall booking rates under 70% will result in a reduction in hours and booking rates over 90% will result in an increase in hours, when shifts are available. Practitioners are not required to accept additional hours if they wish to remain part time or if they are already scheduled 40 hours per week.

Staff Expectations

Working Conditions

The work environment characteristics described here are representative of those an employee encounters while performing the functions of this job. Reasonable accommodations will be made to enable individuals with disabilities to perform the essential functions.

- Works in a professional office setting
- Routinely uses standard office equipment, including typing & writing on a computer, using a phone & tablet, using a printer/copier
- Moves about to coordinate work & perform tasks, including lifting & carrying up to 30lbs
- Employees are scheduled in advance (*See "Hours of Operation"*)
- May be required to drive to different locations several times per week. Staff are responsible for tracking their mileage and submitting for reimbursement annually.

Employees are prohibited from smoking or vaping within the facility.

Employees are prohibited from alcohol consumption and/or recreational drug use during their shifts, whether in the facility or while representing the business at an alternate location.

New Hires

Prior to being offered a position at Oasis Massage, all applicants are required to complete an interview with the Office Manager; this may be completed in person, by telephone or via video conferencing. Practitioners, including LMTs, are also required to complete a practical interview with the Compliance Officer demonstrating applicable skills.

New Hires will receive several documents from the Office Manager. They must be read thoroughly, signed where appropriate and returned prior to accepting any clients or beginning training. Oasis Massage will keep original forms in employee file; photocopies will be provided upon request.

- Employment Agreement is a 1-page summary of job description, hours, and compensation. This document includes dates for performance reviews; it will be updated after each performance review to reflect any changes.
- Employee Handbook & Massage Therapy Compliance Plan (this document) is a detailed description of company policies, procedures and staff expectations. A digital copy will be provided to all employees.
- Non-Disclosure & Non-Compete Agreement is required for all Practitioners.
- Marketing Permissions & Vaccination Status allows employees to decide how much or how little information may be shared about them for marketing purposes. Employee preferences do not affect employment.
- New Practitioner Service List is a comprehensive list of services offered by Oasis Massage, as advertised in the MindBody software. Practitioners are required to select only the services that fall within their Scope of Practice.
- Payroll documents are standard forms provided by the payroll company. Two forms of ID are required. Paperwork includes: I-9, W4, W9, MA Form M-4

These documents must be read thoroughly and signed by each staff member. Oasis Massage will store the original copy of all signature pages in the applicable employee file; copies will be provided for the employee upon request. All paperwork and training must be completed within 30 days of hire.

Practitioners may not accept any appointments until all paperwork (listed above) has been completed and all additional required documents (listed below) received. Additional documents are date-specific and must remain current throughout the duration of employment.

Practitioners will be required to provide the following additional documents:

- Current massage license
- Current liability insurance, with Oasis Massage listed as an AIE
- Current CPR certificate
- Proof of education for advanced techniques (I.e. Providing a pregnancy massage requires completion of appropriate training.)

Dress Code & Conduct

Practitioners may wear a standard medical scrub or T-shirt (solid color, with the business logo or a logo from a charitable events staff member has participated in), and black pants (minimum knee length) during scheduled sessions. Yoga pants or capris are permitted; jeans are not. Practitioners may not be barefoot; a minimum of clean socks (any pattern/color excluding profanities, advertising, sarcasm, sexual or violent imagery) required for footwear. The business will provide all necessary PPE and three uniforms tops per full-time employee, if a uniforms becomes a requirement. Additional uniforms will be available for purchase at cost.

All other staff members are required to adhere to business casual dress while at work and must demonstrate adequate personal hygiene. Business casual means: No ripped, dirty or overly revealing clothing. No offensive imagery, slogans or advertisements. Dresses and skirts must fall at or below the knees. Undergarments must not be visible.

Business casual dress or uniforms are required for all employees at any events attended in conjunction with or as a representative of Oasis Massage.

All Practitioners must maintain proper personal hygiene and practice using sanitary conditions for each and every client. Practitioners will follow all professional Codes of Conduct as required by Massachusetts State Board of Licensure. (Appendix A)

Meetings & Events

All mandatory meetings and events require at least two weeks advanced notice. Meetings may be held in person or remotely, at the discretion of the person heading the meeting.

Department Meetings

Each leadership team member will hold regular department meetings for staff under their direct supervision. Meetings will not last longer than 60 minutes. If more time is needed, additional meetings will be scheduled.

Leadership Team Meetings

The Office Manager will hold three different types of mandatory meetings for the Leadership Team. The Leadership Team consists of: Office Manager, HR Manager, Compliance Officer, Marketing Director, Financial Manager, Administrative Assistant. The three types of meetings include an Annual Planning Meeting, Quarter Rock Setting Meetings, and Weekly Accountability Meetings.

Annual Planning meetings will not take longer than two business days (16 hours). Quarterly Rock Setting meetings will not last longer than 8 hours. Weekly meetings will not last longer than 90 minutes. If more time is needed, additional meetings will be scheduled.

State-of-the-Company Meetings

This is a mandatory meeting conducted quarterly for all employees. This 45-minute meeting is broken down into 30 minutes for the leadership team to present information and 15 minutes dedicated for questions and answers. The meeting will follow a three-part format:

- Where we've been: Review of last quarter's goals and performance. Recognize an employee who demonstrated a core value.
- Where we are now: Share the goals set for next quarter and how to meet them. Introduce any new employees. Address any changes to industry legislature, public health concerns, and changes to any related policies.
- Where we are going: Share VTO 1-year, 3-year, and 10-year plans.
- Q&A

Other Meetings & Events

In the event of public health crises, the Compliance Officer will notify all staff of relevant information, including appropriate precautions.

The HR Manager will schedule and notify employees of all meetings and social events.

Performance Review Schedule

All employees will have regularly scheduled performance reviews. Performance reviews will be conducted by the Human Resource Manager and employee's direct supervisor. The employee will be give a self-evaluation form two days prior.

Performance reviews will be conducted quarterly during the first year of employment. After that, performance reviews will be conducted annually, near the anniversary of the employee's hire date. Additional performance reviews occur if concerns arise regarding performance, attendance, or non-compliance.

Practitioner Shift Guide

At the beginning of a shift, before the first client arrives:

- All Practitioners are scheduled to arrive 30 minutes before their first appointment is scheduled. Clock in.
- Store personal items in assigned bin or locker. Store any food items in the refrigerator.
- Review overall day's schedule and assigned treatment room(s).
- Adjust massage table to the appropriate height.
- Set up the massage table with sheets, oils/lotions and any tools you might need for the session.
 - Clean sheets and blankets are kept in bins with lids under the table.
 - Hot stones take 20 minutes minimum to heat up thoroughly.
- For existing clients, review current health history and previous session notes.
- For new clients, have intake forms ready on a clipboard. (Front desk usually completes this.)

When the client arrives:

- Greet the client at the front or back door; a front desk staff member will let you know when your client has arrived. Bring the client into the massage room. (New clients will be asked to arrive 5-10 minutes early to complete paperwork.)
- Ask the client to provide proof of vaccination if they would like the option to remove their mask in the building. (This does not apply to clients that have already provided proof of vaccination; indicated by blue dot on client file and noted in MindBody client profile.)
- Review written intake forms and complete verbal intake regarding the client's goals for today's appointment. Answer any questions the client has; discuss any changes to health history.
- Let the client know you are going to leave the room and shut the door so they can undress to the level of their comfort and that you will knock before you come back in.

While waiting for client to get onto the massage table, before you go into session:

- Bring new/existing paperwork up to the front desk. Inform front desk if the client has shown proof of vaccination, if applicable.
- Wash your hands prior to re-entering the room. You may also choose to wear a clean apron or use an oil holster during the massage.
- When the session is ending, tell your client you will meet them upfront for the check out process.

After completing the appointment:

- Wash your hands.
- Inform the front desk of any differences to scheduled appointment type (add ons, etc) as well as any recommendations for re-booking / different treatment options.
- Wait by the front desk to greet your client and offer them water. This provides you with a natural hand off to the front desk staff.
- After completing this hand-off, go back to the massage room and strip the linens from the massage table. (Heating pad and table cover stay on.) Place dirty linens in either the washing machine or into the appropriate linen hamper with your apron.
- Sanitize your room with one of the sanitizing cloths. Wipe down the massage table, chairs, light switch, door knobs, lotion/oil bottles and anything else that you or the client might have touched during the session.
- Initial the sheet on the front of the massage room door with the date and time. (Do this after every appointment when done sanitizing the room.)
- After the table is dried off, reset it so that you are ready for your next appointment. Repeat for each scheduled appointment.

End of Shift Responsibilities:

- Refill the cleaning cloths in the massage rooms. (Place four rolled microfiber towels in each jar. Top with cleaning solution until cloths are damp but not dripping.)
- Refill oil/lotion bottles, if needed.
- Clean and return any massage tools/essential oils to where they belong.
- Re-center the chair and move away from the wall just far enough to prevent any scuff marks.
- Make sure all surfaces are wiped clean and left neat.
- For closing shifts, turn off all lights, the speakers for music and any fans used, excluding the HEPPA filters; turn off and unplug towel warmers and table heating pads.
- Clock out.

What to do when not booked: *Complete each item before moving on to the subsequent one.*

- Complete all outstanding SOAP notes.
- Hybrid practitioners may work on assigned tasks specific to their other job title.
- Ask the front desk if they need help with anything. Tasks may include:
 - Filing or pulling client folders.
 - Setting up clipboards with required client paperwork.
 - Folding and putting away the laundry.
 - Cleaning the office.
 - Shredding old documents.
 - Gathering trash.
 - Changing the water cooler.
- Ask Marketing Director if they need help with anything, depending on marketing permissions given at hire. Tasks may include:
 - Staging office or retail products for photos and/or videos.
 - Completing bio and staff photo for website. (Update annually.)
 - Completing video interviews, keeping content within scope of practice, for social media or website content.
- Complete continuing education credits.
 - Use front desk computer when it is not in use by front desk staff. (This computer does not have sound.)
 - Personal laptops and tablets may also be used until designated laptops for practitioners are provided by the business.
- Watch CE videos from CE library. DVD player with remote and power cord provided for shared use; personal earbuds or headphones required when other appointments are in session.

Use of Electronic Devices

For the purposes of this document, the term "electronic devices" includes computers, laptops, tablets, cell phones, smart watches, and handheld gaming devices. Electronic devices fall into two categories: business-owned or personal. Most functions of the business use the MindBody software, which can be accessed from any browser or by using a free app for mobile devices.

Practitioners may not bring any electronic devices or personal items, excluding a water bottle, into the treatment rooms while providing services to clients. They are provided with a bin in the back room for storage of personal items during their shift. Oasis Massage is not responsible for lost or stolen items.

Business-Owned Electronic Devices

Oasis Massage provides access to a computer, laptop, and/or tablet for Practitioners to complete SOAP notes and continuing education coursework between appointments or during unbooked time during their scheduled shifts. Employees must provide their own headphones, which must be used during continuing education coursework to minimize sound disruption to client appointments.

Employees may not do the following on business-owned electronic devices:

- save passwords
- access personal financial information or accounts
- save personal documents and/or photos
- install or access games
- access personal social media, except in a marketing capacity for the business
- remove devices from facility without express written permission to work remotely with applicable device

All documents and files saved on business-owned devices are considered property of the business and may be used for marketing purposes.

Personal Electronic Devices

Use of personal electronic devices is limited to emergencies only or specific work-related tasks listed below. Use of personal devices for purposes other than those stated should be limited to their break time.

Acceptable uses of personal electronic devices:

- Clock in and out
- Monitor scheduled appointments
- Booking client appointments
- Managing staff schedules
- Social media marketing
- Communication between staff members

Employees may not save client information onto their personal electronic devices.

Social Media

All staff members are encouraged to use social media outlets to check-in, share related articles or photos, and promote themselves and/or the company. Posts reflect on the business and staff's professionalism. Direct client interaction should take place on the business's profiles only. When handling client inquiries, no medical or financial information should be shared or requested via social media. Professional boundaries with clients & prospective clients must be adhered to by staff members, especially by Practitioners. Inappropriate, misleading, slanderous or blatantly sexual posts are grounds for termination.

Remote Work

All Practitioners and Receptionists are in-person positions. Remote work will be allowable in the following instances:

- Unexpected closure due to weather and/or power outage
- Caring for an ill family member

Remote work must be discussed and pre-approved by the Owner and/or Office Manager. Employees will be required to make a short entry in the time clock for the applicable day. This entry should be a summary of tasks that got completed during their shift. Any continuing education must be accompanied by a Certificate of Completion.

Types of work able to be completed remotely currently include:

- SOAP notes (Practitioners only. Note: Client files, documents, notes, and/or other personal information may not be removed from the office.)
- Approved Continuing Education
- Social Media & Marketing
- Quickbooks / Data Entry

Oasis Massage acknowledges that working remotely will likely result in fewer hours worked due to the limited amount of work able to be completed remotely. Oasis Massage will endeavor to find alternate ways for employees to replace missed hours whenever possible.

New job positions will be created as needed. Descriptions and responsibilities will be crafted to allow for more remote work for future administrative positions.

Attendance Policies

Arrival

All staff are expected to be on site during their shift, unless other arrangements are made prior to the shift. Practitioners are scheduled to arrive 30 minutes before their first client appointment; this time is for setting up the treatment room and reviewing client intake forms and/or notes from previous appointments.

Unscheduled Time for Practitioners

Because Practitioners are paid hourly (see "Payroll Policies"), they are expected to help with basic cleaning and laundry duties between scheduled appointments. Practitioners may also work on approved continuing education during their shifts; see Compliance Officer for types of CE courses and topics relevant to individual's license. Completion of CEs during shift is not required; employees may choose to clock out instead of completing CEs.

Employees will be required to make a short entry in the time clock for the applicable day. This entry should be a summary of tasks that got completed during their shift. HR will put time blocks, in 15 minute increments, into the schedule to account for tasks completed; up to two hours may be blocked per 1 CE hour. Employees must provide documentation to HR if they require additional accommodations. Failure to complete these entries will negatively impact Practitioners' productivity rating.

Sample entry: SOAP notes 45 min. Completed Ethics CE 1 hour. Folded laundry 30 min.

Completed CE certificates should be emailed to OASISMESSAGEWESTDENNIS@GMAIL.COM to be added to the applicable employee file. The HR Manager will make any applicable adjustments to that employee's compensation.

Breaks

Per Massachusetts law, all employees are entitled to a 30-minute break for shifts that are 6 consecutive hours or longer. All employees are entitled to a 60-minute break for shifts that are 12 consecutive hours or longer. Breaks may be moved around to optimize the schedule; this accommodates different appointment types and lengths.

Time Off Requests

Personal or vacation requests must be made in writing a minimum of two weeks in advance and a maximum of one year in advance; they require approval by the Office Manager. Time off will not be granted if the employee already has client appointments scheduled during requested time or if another employee has already been approved for the same time off. Client appointments scheduled more than 30 days in advance may be rescheduled to accommodate time off requests. The Office Manager may approve exceptions to this rule; all requests will be considered on a case-by-case basis.

Employees are not required to provide a reason for requested time off. However, if an employee wants to use PTO or paid sick time, the general reason will decide which of these benefits applies. Employees must request to use accrued benefits; they will not be automatically applied. Additionally, if multiple employees request the same time off, the Office Manager will use this information to negotiate which party gets which time off.

Types of Absences

- Personal Day: A single or partial day absence approved in advance. Qualifies for either PTO or Sick Time, if a scheduled medically-related appointment.
- Vacation: A multi-day absence approved in advance. Qualifies for PTO.
- Unexcused: Any unplanned absence where an employee calls out, including leaving early or arriving late, that requires client appointments to be rescheduled. Qualifies for paid sick time, if medically related. Does not qualify for PTO.
- Bereavement: Absence due to a death in the family. Qualifies for PTO.
- Covid Related: Absence due to COVID19 exposure or positive test results; qualifies for paid sick time. Once negative results are confirmed after an exposure, additional absences will be considered unexcused.

Holiday and weather closures do not count as absences.

Sick Policy

Employees unable to make their scheduled shifts for any reason, such as illness or emergency, need to let the HR Manager know as soon as possible. The HR Manager is responsible for finding coverage for shifts and any client appointments. The front desk is responsible for notifying the scheduled clients of any changes to their appointment, rescheduling if necessary.

Unplanned absences, for medical reasons, of three or more consecutive shifts require employees to take a rapid test for COVID19 before coming back to work. Tests are available to employees at no charge. Symptomatic employees may not enter the facility and must call to either pick up their test or arrange for one to be dropped off. Follow COVID19 Attendance Policy, listed below.

Unplanned absences, for medical reasons not related to COVID19, of five or more consecutive shifts require a written doctor's note prior to returning to work. The note must verify that the employee is cleared to return to work & whether or not any modifications to the job or work environment are needed. If modifications are required, the note should include if the modifications are temporary or permanent and, if temporary, how long they are applicable.

Staff that would like to make up hours they missed, that were not otherwise covered by PTO or Paid Sick Time, may do so within the same pay period, pending availability of hours, provided that they do not go over 40 hours per week. Exceptions for longer absences may be made on a case-by-case basis. Available hours may include non-holiday Mondays and days other staff are not scheduled.

COVID19 Attendance Policy

If you have called out three days in a row due to being sick, we ask that you take a rapid test for COVID19 before coming back to work. Tests are available to staff at no charge.

How to determine close contact exposure: (*children and adults in all indoor and outdoor settings*)

- Was the person less than 6 feet away from someone with confirmed or suspected COVID-19? Consider time spent with someone with COVID-19 starting 2 days before the infected person developed symptoms, or the date they were tested if they do not have symptoms, until they started isolation.
- Has the person been in the presence of someone with confirmed or suspected COVID-19 for a cumulative total of 15 minutes or more over a 24-hour period?

If the answers to the questions above are both yes, the person is considered close contact, regardless of whether the person was wearing a mask.

If the answer to either of the questions above is no, the person is not a close contact.

If fully vaccinated, defined as having received both doses of Moderna or Pfizer or one dose of Johnson & Johnson as well as any applicable boosters, and exposed:

- No quarantine requirement
- Wear a mask around others for 10 days (including in the household).
- Isolate and take a rapid antigen or PCR test anytime symptoms develop after being exposed. If the test is positive, follow Isolation Guidance.
- Rapid antigen or PCR on day 4-5. If the test is positive, follow Isolation Guidance.

If not fully vaccinated, as defined above, and exposed:

- Stay home and Quarantine for at least 5 full days.
- Wear a well-fitting mask if you must be around others in your home. Do not travel.
- Get tested- Even if you don't develop symptoms, get tested at least 4-5 days after you last had close contact with someone with COVID-19.
- Watch for symptoms until 10 days after you last had close contact with someone with COVID-19.
- It is best to avoid travel until a full 10 days after you last had close contact with someone with COVID-19.
- If you develop symptoms, isolate immediately and get tested. Continue to stay home until you know the results. Wear a well-fitting mask around others. Take precautions until day 10.

Staff Isolation Guidance

If you have a positive Covid19 test, regardless of vaccination status, you will be removed the schedule for 10 days. Oasis Massage will notify all clients seen 5 days prior to your positive test date or known exposure date.

Employees may return to work 10 days after a positive test, if they have no symptoms OR if they get a negative test after a minimum 5 days of isolation. Employees returning to work after a negative test will be required to wear a mask for the remainder of the 10 day period.

Disciplinary Action

Disciplinary action can result from either excessive absences or from excessive non-compliance concerns. Disciplinary action varies depending on the severity and frequency of infractions; and may include a reduction in hours or termination.

Employees with excessive absences, as defined by this document, or with excessive non-compliance concerns, as defined by this document, will have the following actions taken:

1. Employee will be scheduled for a meeting with both the Human Resource Manager and their direct supervisor. During this meeting, the employee will be given a written performance evaluation with specific standards that are not being met by the employee and any resulting disciplinary action. There will be a discussion of actionable solutions to occur within the next 30 days.
2. A follow-up performance evaluation will take place 30-days after the initial performance review to gauge improvement or to enforce additional disciplinary action. Employee will have another 30 days to make measurable improvements in performance.
3. A final performance evaluation will take place 30-days after the follow-up evaluation. If no improvement has occurred or performance standards have not been met, the employee will be terminated.

Non-Compliance Concerns

Non-compliance concerns occur when an employee does not meet the standards &/or expectations as outlined in this document.

If an employee notices something that could be a non-compliance concern, they will bring it to the attention of either the Office Manager or the Compliance Officer to be addressed. The Office Manager and/or the Compliance Officer will document all discussions with the applicable employee regarding non-compliance concerns. Documented discussions are considered a warning and will be conducted privately, not in front of other employees. Original copies of all documentation will be kept in the employee's file in a locked filing cabinet.

Documented non-compliance concerns are defined as excessive in the following increments:

- 10 documented concerns in a 12-month period
- 5+ documented concerns in a 6-month period
- 3+ documented concerns in a 30-day period

Excessive Absenteeism

Unexcused absences are defined as excessive in the following increments:

- 10 days in a 12-month period
- 5+ days in a 6-month period
- 3+ days in a 30-day period

Adding a New Service or Class

All team members are encouraged to submit ideas for new services or classes to expand the offerings at Oasis Massage. This allows team members to apply new skills as they learn them and control the direction that they grow within the company.

The approval process for submitting a new service is outlined below. Each step requires approval before proceeding to the next step. Team members may be required to meet with different administrative employees if there are any questions about the proposed service. Estimated time from initial submission to offering the service to the public is 30-60 days.

1. Complete a "New Service" form describing the new service. Information needed includes type of service, length/duration of service, and equipment or supplies needed to perform service.
2. Compliance Approval: Submit above form to the Compliance Officer. The Compliance Officer will make sure the new service is within Scope of Practice for Practitioners, covered by liability insurance, etc.
3. Financial Evaluation: Determine the cost per service to the business as well as the cost per service for the public. If the proposed service falls within acceptable cost parameters, the form moves on to the next step.
4. Marketing Development: Devise a marketing plan to promote the new service.
5. Final Review: Office Manager meet with Compliance, Finance & Marketing to discuss and finalize approval. Once that is complete, the service gets added to MindBody and becomes available for clients to book.

Standard Operating Procedures

Supplies & Linens

All supplies and equipment will be purchased by Oasis Massage as needed. Please let the Owner or Office Manager know when/if something is running low.

Practitioners may supply their own massage table or other massage equipment if they desire. Leaving supplies or equipment at Oasis Massage gives implicit permission for use by the company. Oasis Massage does not assume responsibility for any property not owned by the company.

The linens for Oasis Massage are supplied and maintained by the staff using on-site washer and dryer for cleaning towels and other fabrics. Linens are washed on a daily or as-needed basis. In the event of broken appliances, linens will be maintained by owner at her home until company appliances can be repaired/replaced.

Maintenance & Sanitation

Each treatment room is equipped with an industry-standard massage table, table heating pad, face cradle, clock, CD player or MP3 player & speaker, storage basket(s) and seating. Linen supplies are stocked in baskets underneath the massage table. Towels, massage oils and lotions, and sanitation supplies are stocked in a separate storage & laundry area. Practitioners using the room must ensure:

- The table is covered with clean flat and fitted sheets for each individual client. The client will be request to lie down between the sheets and kept properly draped by the top sheet at all times during the session.
- The face cradle is covered by an industry-standard cover or a fresh towel for each individual client.
- The temperature in the Massage rooms must be maintained between 60 and 75 degrees Fahrenheit. A portable heater and/or additional blankets may be applied upon client's request.
- After each session, all items on the cleaning log must be completed & initialed. Sheets & face cradle cover must be changed for the next client. All door knobs, light switches, lotion & oil containers, especially pumps, must be cleaned with sanitation supplies provided. The table surface & the face cradle must be sanitized and wiped clean with the sanitation supplies provided. All equipment, such as hot stones & cups, must also be sanitized and dried, if used.
- It is the responsibility of each Practitioner to leave the Massage room in good operating condition. Litters should be picked up and disposed of, and used linens and towel should be stored in the laundry receptacle provided in the room. All oil and lotion contains should be refilled and kept orderly on shelf or in cabinet when not being used.

The facility is cleaned & stocked on a regular schedule by Administrative Staff. A professional cleaning company is contracted to deep clean premises annually or as needed. Practitioners should report unsanitary conditions to the Office Manager and request additional clean up as needed.

Scheduling

All appointments are scheduled using MindBody, the online software integrated with Oasis Massage's website and social media profiles. New client appointments require a credit card on-file. All staff will be assigned unique login information for the purposes of scheduling appointments via computer or smart phone. No single individual is responsible for scheduling appointments. The individual taking the appointment does not have to be a Massage Therapist and is only responsible for scheduling and providing service & pricing information to the client. When asked about specific details regarding Massage Therapy, staff must defer to Massage Therapists. For questions about other Bodywork, staff will defer to the appropriate Practitioner.

When booking appointments, the following information must be gathered:

- Client Name(s) & Phone Number
- Length & Type of service requested
 - For groups & couple's, verify same or separate rooms
 - For female clients, verify if client is pregnant
- Credit Card to hold the appointment
- Inform client of Check-In Policy and Late Arrival & Cancellation Policy.
- Inform client that if they would like to add any services, we need 24 hours notice in order to have those ready.

Client Check-In Policy

Clients are asked to please arrive 10-15 minutes before their first session to ensure full service. By arriving early, they'll be able to fill out the intake form without taking time away from the service. Appointments are precisely timed, so if a client arrives late, their treatment may be shortened or rescheduled. If this happens, we will try to accommodate them, but we cannot guarantee the full service. See Cancellation & Late Policy for more information.

Cancellation & Late Arrival Policies

All appointments are carefully timed. To avoid paying for missed appointments, a cancellation notice of 24 hours is required for all clients. Exceptions may be made to this policy for emergency situations; please speak with Office Manager to discuss your situation. Please note that work conflicts are not considered emergencies.

Late arrivals

Clients will receive the time remaining on their scheduled service and will be charged for the 100% of their scheduled appointment, regardless of actual length of service received. Clients that opt to reschedule instead of receiving a shortened service will be charged 50% of their scheduled appointment fee.

Missed Appointment Fee

Clients will be charged 100% of their scheduled appointment fee if they

1. show up sick.
2. are No-Call, No-Show.

Late Cancellation Fee

Clients will be charged 50% of their scheduled appointment fee if they cancel or reschedule with less than 24 hours notice.

Refund Policy

- No refunds will be issued once a service has been provided.
- Refunds of a series (or membership, if terminated early) will be pro-rated to the regular rate before a refund is issued for remaining balance.
- Retail items may be returned unused within 30 days for a full refund; receipt required.
- To reverse a charge to a credit card, the entire transaction must be refunded. All refunds for partial transactions will be issued by check.
- Refunds of cancellation fees or missed appointment fees require manager approval.

Outstanding Balance Policy

All fees and/or unpaid services must be paid in full prior to scheduling future services.

For balances related to insurance billing, a payment plan may be implemented while continuing to complete the prescription. Payment plans will be set up on a case-by-case basis with client's budget in mind.

Payment Processing

Payment is collected by staff at the end of each session, except in the case of discounts which require the presentation of applicable promotional voucher, coupon or gift certificate prior to the session. Expired promotional vouchers will be honored at cash value; client is responsible for any remaining balance at time of session.

Receptionists are primarily responsible for processing payments. The Owner, Office Manager & Receptionists have access to the cash drawer; all cash payments & requests for change must go through them. If no Receptionist is available, Practitioners may accept & process checks and/or credit cards using the Mindbody software on the business tablet; other payments are to be put into the cash drawer via slot immediately upon receipt.

Practitioners will not be responsible for handling payment for services, but may receive cash tips directly from clients. Tipping is strictly at the client's discretion. Oasis Massage does not recommend Practitioners to solicit tips. Reporting cash gratuities is the responsibility of each staff member.

Cash drawer is to be reconciled by Owner or Office Manager; amounts in excess of \$50 in small bills are to be deposited daily.

Methods of Payment Accepted

All payments are due upon receipt of services. All sales are final. Refunds are not available once service has been provided.

Oasis Massage accepts cash, credit cards (Visa/MC), personal checks (no starter checks), FSA/HSA cards, Spa Finder gift cards & Spa Week gift cards, Cape Wellness Collaborative vouchers. There is a \$26.00 charge on all returned checks.

Oasis Massage does not currently bill insurance, however we can provide documentation for clients to seek reimbursement for services rendered. Clients are advised to speak with their insurance company prior to receiving services to find out which services are covered by their plan and if they need a referral/prescription from a healthcare provider.

Practitioners understand that the Cape Wellness Collaborative is a non-profit organization and their clients receive a reduced rate. This means that, while the Practitioner receives the same commission percentage, it will be a smaller amount of commission due to the reduced rate. Practitioners are not required to accept clients from the Cape Wellness Collaborative.

Insurance Billing (IN DEVELOPMENT)

Oasis Massage will begin accepting insurance claims. Claims will fall into three categories: Personal Injury/Auto Accident, Major Medical, and Worker's Compensation. Each claim type has a different set of forms required prior to beginning treatment. All types require a prescription from a referral physician. Forms will be made available online for clients to download.

Insurance claims will be handled in one of two ways: Oasis Massage will bill the insurance company directly on client's behalf *-OR-* provide the client with the documentation they need to seek reimbursement. This varies on a case-by-case basis, depending on what the insurance carrier allows us to do.

Orthopedic / Medical Massage priced differently than other massage services offered because it requires a higher standard of care, increased responsibility, and advanced training. Oasis Massage is also required to maintain HIPAA compliance, as well as maintain regular communication between our staff, the prescribing physician, insurance carrier, attorney, and/or employer (depending on the type of claim).

Practitioners will not be required to accept insurance clients. Practitioners that choose to accept insurance clients will be eligible for an increased commission percentage for services rendered however, insurance claims will not be paid out to staff until Oasis Massage has received payout from the insurance company. If litigation is involved, this may take several months. To begin accepting insurance clients, see the Office Manager to get set up with an NPI number.

Communication & Reporting

Employees should report all issues or questions to Oasis Massage's appointed Compliance Officer or to the Office Manager. Any complaints from clients or fellow staff members should be directed to the Office Manager to be mediated quickly and efficiently.

Any complaints that involve possible damage to a person or property require the Practitioner to complete and file an incident report with the Office Manager. The Office Manager and the Owner will decide the best course of action, if any, required by Oasis Massage. The incident report, a complete description of the action taken, if any, and copies of all correspondence directly relating to the original complaint will be kept in the applicable client or employee folder. This note is not intended to be punitive; the intent is to document issues and their resolutions to prevent future misunderstandings.

Health history, supporting medical documents, and SOAP notes kept in client folders is strictly confidential and only authorized employees will have access to these folders. Authorized employees include practitioners, administrative staff (for filing, data entry, issue mediation, and insurance billing purposes only), and the Compliance Officer. The contents of each folder cannot be duplicated or re-located without written consent of the Compliance Officer and the Office Manager.

Contact Logs

All meaningful communications with clients should be recorded as a contact log by the relevant employee. This includes emails (both to and from the client), phone calls and messages, and in-person communication. No medical information, beyond noting if a client canceled an appointment due to illness, or financial information should be recorded to ensure both the security and privacy of that client's information.

The Mindbody software creates contact logs for any automated messages (email and/or text) sent to the client.

Follow-ups to contact logs may be assigned as needed.

Client Intake & Evaluation

Client intake forms are available at the front desk as well as by email. All new clients must fill out intake forms prior to receiving services. Intake forms include the following sections: general client contact information, acknowledgment of company policies, informed consent for massage therapy, and a comprehensive health history.

The client must date and sign forms, and the appointed Practitioner must review it and determine whether massage therapy, or any other bodywork modality, should be provided for the individual. If certain medical conditions are present, a physician's release form must be completed by applicable physician prior to providing any services to the client.

For underage clients, the parent/guardian must review their child's intake form as well as complete and sign the "Minor Release Form;" no services shall be provided without a parent/guardian present during intake process.

Documentation for Services

If a service is provided, the Practitioner must record the following information:

- Subjective: Information received from the client including their primary goal for massage therapy; their answers to any follow-up questions from intake form regarding history of illnesses, surgical history, current medications, and allergies; intensity, quality, and location(s) of pain; treatment(s) received for the issue as well as who provided the treatment.
- Objective: Observable and measurable information about the client's current symptoms gathered by the massage therapist and other professionals. This includes any visible abnormalities in posture, gait, and/or restrictions in range-of-motion; description of muscle tissue in target areas including texture, tenderness, discoloration, and/or temperature.
- Assessment: A summary of main symptoms; A list of possible outcomes ranked from most to least likely; A list of possible and likely causes; An assessment of the client's progress since the last visit; An assessment of the client's overall progress toward their goals
- Plan: Actions taken by the Practitioner to alleviate the client's complaint and instructions given to the client. This includes which modalities/techniques performed, referrals, and education provided, as well as scheduling additional appointments if necessary.

If a service is not provided or a service gets terminated early, the Practitioner must record the follow information in a SOAP note form and/or contact log:

- The reason the service was not provided or got terminated early.
- Whether or not they would feel comfortable getting booked with that client in the future.
- If the client should be added to the "Do Not Book List."

These forms, along with any Physician Release/Referral forms (if applicable) for the same client, must be kept in a folder for the client and physically archived in a locking file cabinet. SOAP notes are then entered into the Mindbody software and the physical note form is shredded and disposed of.

Digital SOAP notes are stored within the Mindbody Software. Paper SOAP note forms are available for Practitioners to use as a tool to ensure quality of notes entered. Paper SOAP notes get shredded daily, once the digital SOAP note has been completed. SOAP notes must be completed within seven days of providing the relevant service.

Refusal of Services to a Client

Oasis Massage reserves the right to refuse service to any client who has acted in an inappropriate manner or who was not forthcoming about her/his medical condition that is a contraindication to receiving the reserved service when the reservation was placed. Clients refused for medical reasons may be rescheduled after they have obtained a written release from their medical provider.

Refusal of a Client by a Practitioner

If a Practitioner is uncomfortable working on a client for any reason, they must meet with the Office Manager to request a change of staff prior to the scheduled appointment. The Office Manager must create a contact log in the client's profile explaining the situation.

Inappropriate Client Behavior

If a client crosses professional boundaries through verbal suggestion or physical contact during a session, practitioners must immediately end the session. They should then report the incident to the Office Manager and complete an incident report. The client will be required to pay for the session in full, regardless of time received. If this issue occurs more than once, the client will not be allowed to reschedule.

Clients may be added to a "Do Not Book" list for the following reasons:

- **Inappropriate Behavior** – Clients that make sexual requests, display aggressive behaviors, make racist or sexist remarks, and/or attempt to bully staff regarding schedule or cost of services. Clients that display these behaviors may not be removed from this list at any point.
- **Medical Refusal** – Clients that are not forthcoming about their medical conditions, medical conditions are contraindicated and/or refuses to complete intake paperwork. Clients may be removed from this list once their paperwork is completed or they have received written approval for services from their medical provider.
- **Balance Owed** – Clients that refuse to pay, have a payment decline, or unmet terms of agreed upon payment plan. Clients may be removed from this list once the balanced owed has been paid, provided the client doesn't also fall into the inappropriate behavior category as well.

Storage & Disposal of Client Files

Client information and documentation, as defined above, gets scanned and uploaded into a separate and encrypted hard drive that is password protected. Only authorized administrative staff have access to this drive. Physical documents are shredded prior to disposal.

Relevant client documents get uploaded into MindBody, in the document section of each client's profile. Mindbody is a third-party booking and client resource management software specific to the health and wellness industry. They maintain their own encryption, HIPAA, and PCI compliance.

The documents of inactive clients, defined as clients that have not received services or made a purchase at Oasis Massage within the last consecutive 12 months, will be removed and stored in a secure area for up to 7 years. After this time, files will be destroyed.

In the event that Oasis Massage will no longer provide Massage Therapy services, all client folders will be kept by the owner in a secured storage for no less than 7 years after the dissolution of the Massage Therapy program.

Payroll Policies

Employment Designation

The majority of staff will be considered at-will, year-round employees and receive a bi-weekly paycheck with taxes taken out. There are three levels of employment:

- Full Time: 30+ hrs/week, year round
- Part Time: <30 hrs/week, year round
- Seasonal: Memorial Day through Labor Day, any amount of hours (Returning Seasonal Employees become eligible for some benefits at beginning of their second consecutive season)

Subcontracting: per diem; no hours or shifts guaranteed. Subcontractors will be utilized to cover the absence of an employed practitioner, only if all other employed practitioners are unavailable. All subcontractors will be paid agreed upon commission amount per service provided & any gratuities. They will receive their compensation at the end of their shift by check, with no taxes taken out. At the end of the year, they will receive a 1099 if they grossed more than \$500 during the fiscal year.

Wage Determination

All staff will receive an hourly wage determined at time of hire. Starting wage determination will be based on experience, skills, and education. Staff are paid for hours worked.

Commission will be paid to Practitioners for services provided.

All staff are eligible to receive gratuities. Gratuities are entirely at the clients' discretion. Employees are responsible for tracking and claiming their cash gratuities.

Performance reviews will be conducted annually within 15 days of each employee's original hire date. Raises will be determined at this review and applied to the following pay period. Each employee will be given a new Employment Agreement at this time. This document will outline specific job expectations, raise amount, scheduled hours, and current benefits. Hourly wages for all employees will be capped at \$25 per hour; this cap will be revisited as the business grows.

Wage Tracking & Processing

All staff are required to clock in & out for each shift using the MindBody app. The MindBody software tracks & calculates payroll due to each employee. Tracking itemizes hours by type, gratuities, and commission due. Time clock has separate tasks that allows staff to sign in with the correct pay rate.

- Regular
- Overtime/Holiday (1.5%)
- PTO
- Paid Sick Time

The Office Manager will print a time sheet for each employee & submit the information on alternate Saturdays. Payroll checks are received & distributed the following Friday. (Some holidays may delay mail.) To receive their paycheck, each employee will receive a printout of their time sheet to review & sign. Any discrepancies will be corrected on the following pay period.

Payroll is processed biweekly by Atlantic Payroll in Brewster, MA. Report any changes to address or withholding status to Office Manager, who will then inform Atlantic Payroll.

Holiday Pay

Premium pay (currently 1.1%; getting phased out by Jan 1, 2023) applies for Sundays and voluntary shifts on Memorial Day, Juneteenth Independence Day (June 19th), Independence Day (July 4th), Labor Day, Thanksgiving Day, Christmas Day (Dec 25th)

Overtime/Holiday pay (1.5%) applies to voluntary shifts on New Year's Day, Columbus Day & Veteran's Day.

Oasis Massage does not currently offer paid holidays off. On holidays where the business chooses to close for all or part of the day that would otherwise be a regularly scheduled shift, employees may opt to use available PTO to cover any missed shifts or hours. PTO is always at the regular pay rate.

Overtime

Staff will receive 1.5% of their base hourly rate for any hours over 40 per week. For Practitioners, this applies to hourly rate only; commission percentages and gratuities are not calculated at 1.5%

No staff will be scheduled for more than 40 hours in one week period. Staff may work additional hours on a voluntary basis to cover another staff member's absence or with prior written approval.

Raises

Administrative staff will have all raises applied to their hourly rate. Practitioners will have raises applied to either their hourly rate or their commission percentage; no raises will be applied to both.

Merit-based raises will be based on individual employee performance and will be discussed at each employee's annual performance review.

- For Practitioner's, the individual's overall retention metrics for the year will be converted from a percentage to a dollar amount and added to their hourly rate. [Ie. Retention Rate 25.64% = + \$0.2564.]
- Practitioners may increase their commission percentage, up to 25%, by completing industry-specific CEs. They will receive +1% per CE course completed, regardless of CE hours awarded.
- Merit-based raises for Administrative staff will be determined by the Office Manager and approved by the Financial Manager.

Bonuses, additional raises and/or higher raise amounts are at the sole discretion of the Office Manager and will be based on the business's ability to sustain the proposed hourly rate at the employee's current schedule.

Event Compensation

All staff, including Practitioners, may be required to attend mandatory events; events may or may not fall within normally scheduled hours. All staff will receive an hourly wage for attending mandatory events. Mandatory events may include staff meetings, continuing education, workshops, seminars, community events, networking and/or marketing events. The Office Manager, Owner & Compliance Officer will determine which events are considered mandatory. The Office Manager will then notify staff a minimum of two weeks prior to any mandatory event.

No compensation shall be received for any event where attendance is encouraged but not considered mandatory. No compensation shall be received for continuing education or re-certifications offered by Oasis Massage at no-cost to employees.

Employee Benefits

Discount for Self-Care

Oasis Massage encourages staff to “practice what we preach” by receiving regular massages. In addition to maintaining each staff member's health, the goal is to share techniques to further everyone's overall bodywork knowledge, enhance personal style and promote a team environment.

Upon hire, all staff are eligible for one free 30-min service from each practitioner.

All staff will receive 20% off services for themselves while actively employed by Oasis Massage. This discount does not apply to products or add-ons, may not be combined with other offers, and does not extend to family members or friends.

Staff may purchase services or gift certificates for family or friends at a 15% discount; discount cannot be combined with other offers and does not apply to products.

Staff are responsible for booking their massages outside of their regular work schedule. Staff may not be clocked in while receiving services, unless they are serving as a demo body for training or marketing purposes.

Continuing Education Reimbursement

All employees become eligible after 12 months of employment. Full time employees (30-40 hours/week) are eligible for up to \$1000 per year reimbursement of approved continuing education expenses; part time employees (12-29 hours/week) are eligible for up to \$500 per year.

Approval required; varies based on relevance of CE to business, availability of funds, and travel/time off required. Requests should be submitted, with relevant receipts and certificate of attendance/completion, to HR for review. HR will review the submission with Leadership Team at next weekly meeting. Approved reimbursements will be issued by check to the individual, separate from payroll checks.

Available balance resets at the beginning of the calendar year. Unused balance does not roll over nor will it be dispersed as a cash bonus to employees at the end of the calendar year.

Reimbursement of Professional Fees

Oasis Massage Inc will reimburse or directly pay fees related to individual practitioner's licensing, mandatory liability insurance coverage, and disability insurance. (Disability applies to Owner only - PFML & Worker's Comp. cover other employees)

Full time employees become eligible after 12 months of employment. Additional criteria for eligibility may be required, as determined by covering agency

Requests should be submitted, with relevant invoices, to HR for review. HR will review the submission with Leadership Team at next weekly meeting. Approved reimbursements will be issued by check to the individual, separate from payroll checks.

Paid Time Off & Sick Time

General Terms & Conditions

- Accrual begins upon upon hire date.
- Accrual Rate determined by accountant and is based on length of employment.
- Employees may use up to their average hours worked in PTO per pay period.
- Only accrued amount may be used; negative balances not permitted.
- Accrual stops once cap is reached. Cap amount rolls over if unused.
- Exceptions to the notice requirements may be made for emergencies. Exceptions require approval by the Office Manager.
- May not be used for days the business is regularly closed.
- Must be used in 1 hour increments; no partial hours.
- Employees must request to use any accrued benefits when requesting time off or when calling out/missing shifts. HR does not automatically apply accrued benefits. Benefit requests must be made prior to the end of the relevant pay period.

PTO

- Requires a minimum of two weeks notice.
- May be used to cover scheduled personal days and vacations. See "Attendance Policies" for more information.
- May be used to cover closed holidays that would otherwise be regularly scheduled shifts.
- May be used to cover unexpected business closures due to weather and/or power outages.
- May be used to cover maternity leave, after using paid sick time.
- May be used to cover scheduled school-related events for a child under the employee's care (parent, grandparent, foster parent or legal guardian).
- No more than 40 hours may be used consecutively.
- Available for use after 6 months of employment.
- Upon termination, any remaining accrued balance will be added to last paycheck.
- Caps at 160 hours.

Paid Sick Time

- May be used for scheduled doctor's appointments, if given advanced notice.
- May be used for scheduled doctor's appointment for an immediate family member (partner, parent, sibling, or child), if given advanced notice.
- May be used to cover maternity leave.
- Doctor's note required if employee misses 3+ consecutively-scheduled shifts. See "Attendance Policy" for more information.
- Available for use after 90 days of employment.
- Upon termination, any remaining accrued balance is forfeited.
- Caps at 80 hours.

Retirement Plan

Oasis Massage offers a simple IRA with employer matching up to 3%. To enroll, contact Steve Berzinis of Bayside Financial & Insurance Group (508-896-8855).

Eligibility requirements:

- 12 months of consecutive employment
- Gross wages received are over \$5,000 for the previous year.

Provide completed form to Human Resource Manager, who will submit to the payroll company. Employee contributions will be withheld from paycheck and transferred into individual retirement accounts with employer matching contribution.

Appendix A: 269 CMR 5.00: Code of Professional Ethics & Stands of Professional Practice

5.01: Code of Professional Ethics

A Massage Therapist shall: (1) Represent his or her educational and professional qualifications honestly to all clients and the public; (2) Inform clients of the limitations of the Licensee's practice; (3) Consistently take measures to improve professional knowledge and competence by a regular assessment of personal and professional strengths and weaknesses through continuing education training; (4) Communicate honestly, including, but not limited to, respecting the client's right to treatment with informed and voluntary consent, either verbal or written, and to refuse, modify, or terminate treatment regardless of prior consent; (5) Keep the client well informed of procedures and methods that will be employed during the session; (6) Maintain the confidentiality of all client information, unless law or court order mandates disclosure or if the Massage Therapist reasonably believes that an individual is in serious foreseeable or imminent harm; (7) Respect the inherent worth and act in the best interest of all clients; (8) Respect the client's autonomy; (9) Take precautions to do no harm to the physical, mental, and emotional well being of clients and associates; (10) Respect the client's physical, emotional social and intellectual boundaries with regard to privacy, disclosure, exposure, emotional expression, beliefs, and client's reasonable expectations of professional behavior; (11) Maintain the right to refuse to treat any person in order to protect the mental, physical, emotional and professional boundaries and safety of the practitioner; (12) Conduct all business and professional activities with honesty and integrity; (13) Not engage in an interest, activity, or influence that conflicts with the practitioner's obligation to act in the best interest of the client; (14) Refuse to accept gifts or benefits that are intended to influence a referral or treatment or that are purely for personal gain and not for the good of the client; and (15) Report to the Board if the Massage Therapist has first-hand knowledge or evidence indicating any unethical, incompetent, or illegal act that has been committed by another Licensee. (16) Report to the Board if the Massage Therapist has first-hand knowledge or evidence of unlicensed practice.

5.02: Standards of Professional Practice

When engaged in the practice of Massage, a Massage Therapist shall: (1) Perform a written or verbal intake interview with the client to determine whether any contraindications to massage therapy exist and whether modifications, including pressure, technique, and duration of treatment, are appropriate; (2) Acknowledge the limitations of, and contraindications for, massage therapy; (3) Provide only those services that the Licensee is qualified to perform and that are within the scope of practice of a Massage Therapist; (4) Refer the client to other professionals or services if the treatment or service is beyond the Massage Therapist's scope of practice; (5) If a plan of care or treatment is appropriate, explain the plan to the client, to others designated by the client, and to appropriate professionals with client permission; (6) Provide massage therapy services that meet or exceed the generally-accepted practice of the profession; (7) Practice massage therapy in accordance with accepted safe, sanitary and hygienic standards, including, but not limited to, following all standards of practice for disease control; (8) Receive the written permission of either a parent or guardian for providing massage therapy services to a client younger than 18 years old prior to providing those services; (9) Provide massage therapy services

to a client younger than 18 years old only when a responsible adult chaperone is in the room, unless the parent or guardian waives this requirement in writing; (10) Not perform massage therapy in bars and/or adult entertainment facilities; (11) Not initiate or engage in any behavior that is sexually suggestive or engage in any sexual conduct or activities with a client; (12) Not knowingly aid and abet another person to use the term "Massage" as part of a professional title when that person is not authorized to do so; knowingly employ a person not authorized to use the regulated professional title in the course of such employment; advertise as a massage therapist, also known as a muscular therapist, myotherapist, masseur, masseuse or a Massage Therapy Establishment unless a person in its employment holds a valid license under M.G.L. c. 135; combine advertising for a licensed massage therapy service with advertising for an escort or dating services; use any sexually suggestive language or images in advertising; advertise as performing massage in a form in which the person has not received training, or of a type that is not licensed or otherwise recognized by law or administrative rule; or advertise by using any term other than therapeutic massage or massage therapy to refer to the service. The term "advertise" shall include, but not be limited to, the issuance of any card, sign, or device to another; the causing, permitting, or allowing of any sign or marking on or in any building, vehicle or structure; advertising in a newspaper or magazine or on television or on the internet; any listing or advertising in a directory under a classification or heading that includes the word "massage" or commercials broadcast by airwave transmission. (13) Unless prohibited by law, have the right to refuse to treat any person or part of the body at the Licensee's discretion; (14) Unless prohibited by law, be allowed to pool or apportion fees received with other members of a business entity in accordance with any business agreement; and (15) Adhere to the standards of documentation as provided in 269 CMR 5.03. 269 CMR: BOARD OF REGISTRATION OF MASSAGE THERAPY

5.03: Standards for Documentation

(1) The Massage Therapist and client shall agree upon the purpose of the Massage session; (2) No documentation is required if the Massage session is for general relaxation, given during sports or other kind of events, or given during a public demonstration as in chair Massage, unless the client is younger than 18 years old. If the client is younger than 18 years old, the therapist must obtain written permission of either a parent or a guardian for the minor client's receipt of massage therapy; (3) If a written plan of treatment is requested or required, the client file shall include the following contemporaneously created documentation: (a) The initial evaluation, which shall include: 1. The client's name, age, and gender; 2. Date of the session; 3. Pertinent medical history, including, but not limited to: a. Client sensitivities and allergies; b. Medical diagnoses, if available, and the source of the diagnosis; c. Contraindications; and d. Medications as disclosed by the client. (b) Progress notes signed by a Massage Therapist rendering the massage therapy, which shall include: 1. Subjective information, including the area of complaint as stated by the client and the date of onset; 2. Objective information, including any observations and objective testing, if applicable; 3. Ongoing assessments, if applicable; 4. Actions taken by the Massage Therapist; 5. Client response to massage therapy treatment. (c) A plan of treatment, if applicable, consisting of: 1. Goals or desired outcome of the treatment; 2. Modalities to be rendered; 3. Frequency and duration of treatment; 4. Referral to other professionals, if indicated; and 5. Client self-help education and instruction.

REGULATORY AUTHORITY 269 CMR 5.00: M.G.L. c. 13, § 99; c. 112, § 234.