

MANAGING MONEY

OUTLINE

Abundance, Enough, Not Enough: Balance

Determining a Budget

Bank Accounts

Electronic Banking

Credit and Debit Card Payment

Establishing a Checking Account

Cash

Deposits

Reconciling the Bank Statement

Petty Cash

Recording Business Expenses

Maintaining Payroll Records

Initial Payroll Procedures

Employee Earnings Record

Determining Employee Wages

Depositing Withheld Income Tax and Social

Security Taxes

Federal Unemployment Tax

Wage and Tax Statement: Form W-2

Employer's Responsibility for Tax Information

Accounts Payable Software

Summary

KEY TERMS

American Bankers Association (ABA)

Automatic teller machine (ATM)

Bank card

Bank deposit

Bank draft

Bank statement

Budget

Cashier's check

Certified check

Check card

Checks

Credit card

Debit card

Employee's Withholding Allowance

Certificate (Form W-4)

Employer identification number

Endorsement

Expenditures

Federal Insurance Contributions Act

(FICA)

Form SS-4

Gross wages

Merchant account providers

Money order

Net pay

Petty cash

Revenue

Traveler's check

Voucher check

Wage and Tax Statement (Form W-2)

Withholding

LEARNING OUTCOMES

Mastery of the content in this chapter will enable the reader to:

- Explore his or her relationship with money
- Explain the function of a budget
- Explain the use of electronic banking
- Identify the parts of a check
- Write a check and determine the correct balance on a checkbook register
- Identify various types of checks
- Prepare checks for deposit with correct endorsements and complete a deposit slip
- Reconcile a bank statement
- Explain the purpose of a monthly expense sheet
- Explain the purpose of a yearly summary
- Identify the purpose of payroll records
- Explain the purpose of the employee's earnings record
- Calculate gross and net wages
- Explain how withheld income tax and Social Security taxes are deposited
- Explain how federal unemployment taxes are deposited
- Describe how to complete a Form W-2
- Explain the importance of retaining payroll records
- Explain the use of an automated payroll system
- Use the Internet as a resource for financial forms and instructions

All massage practices, regardless of size, have financial matters that need to be addressed by internal or external accounting procedures. You can expect to perform many tasks in addition to the accounts receivable activities highlighted in the previous chapter. These tasks may include receiving and organizing statements, paying for materials and supplies, processing payroll or tax forms, and recording and analyzing expenses.

In processing financial documents, accuracy is essential. Verification of data and attention to detail are necessary to ensure that the processed information is accurate. Incorrect data can mean improper cash flow analysis, inaccurate accounts receivable, erroneous claim form preparation, or inaccurate budget and expense figures. All of these effects can have serious repercussions for the entire business.

This chapter presents the major types of financial systems and the data that must be processed and managed in a modern massage practice. You will learn how technology is applied to the financial operations of a practice to make it more productive. Resources available through the Internet can guide you in procuring and filling out many of the financial forms needed by the practice. This chapter also addresses a more abstract relationship to business finances, sometimes described as *prosperity consciousness* or *abundance awareness*.

Much of this textbook teaches you very concrete activities, such as math or how to use a collection agency, as described in the previous chapter. However, a philosophy of success also has been advanced throughout the book. An important aspect of success is to understand how you measure success. Your relationship to money is part of that understanding. Value occurs in many ways, as does compensation for services rendered. Money is only one way to be compensated, but it is what keeps the business afloat. If

you are uncomfortable asking for and receiving money, your attitude will interfere with your ability to manage money. Exploration of this topic is where we begin the chapter.

ABUNDANCE, ENOUGH, NOT ENOUGH: BALANCE

There are many definitions of abundance, enough, and scarcity (not enough). A few definitions are needed to develop an understanding of a money relationship.

Balance is as much as is needed (enough). If enough is just right, scarcity is not enough, and abundance is more than enough. Scarcity or not enough is easiest to understand. Most have experienced the sensation of not enough time. Some have experienced not enough food. When really hungry, we feel empty. However, not enough does not mean without. The thing we want is available, but not enough of it to feel satisfied. If there is enough, we are satisfied, but is there enough to share? If there is more than enough, we may save for a time when there may not be enough, or we may feel generous and distribute the excess. For example, if we have just enough to eat, we will be satisfied, but if we share, we will not be full. Will we share when resources are scarce—not quite enough but could be if everyone contributed a small amount?

How do we know when enough is enough? What happens when the pursuit of one thing in abundance—money or athletic performance for example—results in not enough time for friends, children, relaxing, or sleeping? This dilemma is often reflected in ancient health systems such as the balance of Yin and Yang. Most disease can be described in terms of too much in one area that results in not enough in another.

In massage, if you spend too much time working on the back, there is not enough time to adequately massage the rest of the body. It all becomes a management issues (i.e., practice of managing, handling, supervision, or control).

There is a difference between a need and a want. A need indicates that something is necessary for life, such as nutritious food, clean water, a specific medication, or shelter. A want is something we do not need, but it brings a sense of satisfaction. When truly hungry, we need and want food. We can meet the need with beans, rice, and spinach mixed together in a quantity that can fit in an individual's hands cupped together, or we can meet the need with something we want, such as a pint of ice cream, a huge steak, or a whole bag of candy. Many of the current diseases plaguing affluent societies come from meeting a need with a want. Too much of a good thing becomes a bad thing. Obesity and the resulting diabetes stem from overeating the wrong types of food. To counteract obesity caused by too much of the food we want and not enough exercise, we need to shift the balance. Reducing the food and creating scarcity on purpose and increasing the exercise so there is enough movement will result in a reduction of what we do not need: excess body fat. Easily said but sometimes very hard to do.

We do need some fat reserves, and in a similar manner, we do need money reserves. It is important to save appropriately so there is enough during times of scarcity. For example, there are natural slow times in the massage business. When the weather becomes nice in the spring or around holidays, people may get a massage less often. For a couple of weeks, business is slow, and income diminishes. Financial management anticipates the seasonal fluctuation in income, and money from periods of abundance is saved for times of relative scarcity. It is a balance.

Abundance is more than enough. Abundance can be wonderful or not. Abundance means that we have more than we need, but when we have more than we need, what do we do with it? Use it anyway? Save it? Hide it? Share it? A combination of all four options? Only you can answer this, and how you answer the question can provide insight into your relationship with money. Abundance is a worthwhile goal. Financial abundance is one aspect to consider. Financial abundance means that we can achieve some of our wants (e.g., ice cream for dessert along with the beans, rice and spinach), clean water pumped to the house instead of having to carry it from a distant well, and owning a house with a yard instead of living in the car or shelter. Abundance means that we can set aside resources to sustain ourselves when there are times of scarcity. Saving money is like preserving food during the abundance of the fall harvest to feed ourselves during the winter.

We all need to consider our future needs and wants, as well as the needs of those who depend on us, such as our children. It is important to regularly save from the current abundance in some sort of investment retirement plan. Investments grow and produce income. Investments can

include savings accounts that earn a small amount of interest and purchasing property that will increase in value. Investment means that we are doing something productive with our abundance when the resources are more than enough. We can hide abundance, but hiding is a secret. People may hide income so that they do not have to pay taxes. That money cannot grow because it cannot be seen. If you are paying taxes, it means that you have earned an abundance in income. Those who make an income below a certain level (i.e., barely enough) do not have to pay very much in income taxes, whereas those who have more than enough income pay on the abundance. Some of the tax money is used to help those who do not have enough (e.g., social programs such as WIC, which provides federal grants to states for supplemental foods, health care referrals, and nutrition education for low-income pregnant, breastfeeding, and nonbreastfeeding postpartum women and to infants and children up to age 5 years who are found to be at nutritional risk.) Taxes can be seen as a form of sharing abundance. The tax laws are convoluted and not always fair, but the concept is sound. If you are paying taxes, you are making at least enough money to meet survival needs (Box 16-1).

BOX 16-1 Income Considered To Be Barely Enough, Not Enough, Enough, and Abundance

Collection financial standards are used to help determine a taxpayer's ability to pay a delinquent tax liability. Allowable living expenses include those expenses that meet the necessary expense test. The necessary expense test is defined as expenses that are necessary to provide for a taxpayer's (and his or her family's) health and welfare and production of income. The actual tables are on the Evolve Web site (<http://evolve.elsevier.com/Fritz/business>).

Examples are given for a single person who is 30 years old. All amounts are averages and estimates.

- Just barely enough, no monetary abundance: meets needs only

Monthly expenses:

Food, clothing, and other items: \$500

Transportation (monthly loan or lease payments, monthly operating costs): \$700

Housing and utilities: \$1,100

Health care (insurance and out of pocket): \$200

Total monthly expenses: \$2,500

Total yearly expenses: 30,000

- Poverty level annual income: \$8,900 (approximately one third of barely enough)
- Enough \$36,000 (approximately one-third more than barely enough)*
- Abundance: \$50,000 (almost double enough)

*These figures are estimated net incomes, provided to illustrate the concepts of scarcity and abundance. Figures are adapted from the Internal Revenue Service. (<http://www.irs.gov/individuals/article/0,,id=96543,00.html>)

Abundance in all things—faith, hope, love, material resources, beauty, joy, and courage—allows us to rise higher on Maslow’s hierarchy of needs (see Chapter 3), from survival and security needs to function at the social level of caring for others. Meaning does exist beyond survival with abundance. There is enough to share, but abundance does not mean that there will only be good times. Life is a balance. We cannot appreciate light without knowing the dark, love without understanding loss, more without feeling compassion for those with less. The saying “no rain, no rainbows” summarizes his concept (Box 16-2).

It is good business to strive for abundance if you maintain balance in all aspects of your life. This is hard to do if you are planning on career development as a business owner. Starting a business requires a balance of energy. The business is a baby and needs constant care, but it will mature and be able to stand alone in time. You will need the understanding and support of those around you during this time. They are investing in you, and in time, you will be able to repay the investment. During the process, seek balance, and do not overlook those things that are most important.

Wise use of abundance requires a plan. A financial plan begins with a budget.



SELF-REFLECTION

What is most abundant in my life? Is there a balance? What will I do with the abundance from my massage career? Am I afraid of money? Is money my friend? Is money my tool?

BOX 16-2 Perspective

“The least of things with a meaning is worth more in life than the greatest of things without it.”—*Carl Jung*

“You must give some time to your fellow men. Even if it’s a little thing, do something for others, something for which you get no pay but the privilege of doing it.”—*Albert Schweitzer*, Nobel Peace Prize winner

“Money can’t buy happiness, but neither can poverty.”—*Leo Rosten*, U.S. (Polish-born) author

“Abundance is, in large part, an attitude.”—*Sue Patton Thoele*, U.S. author

“Though I am grateful for the blessings of wealth, it hasn’t changed who I am. My feet are still on the ground. I’m just wearing better shoes.”—*Oprah Winfrey*, U.S. actress and television talk show host

“Making a living and having a life are not the same thing. Making a living and making a life that’s worthwhile are not the same thing. Living the good life and living a good life are not the same thing. A job title doesn’t even come close to answering the question ‘What do you do?’”—*Robert Fulghum*, U.S. author

DETERMINING A BUDGET

A *budget* is a massage practice’s financial plan of operation for a given period, usually 1 year. The purpose of the budget is to establish the practice’s financial goals. To achieve an acceptable level of profit, *expenditures*, the amount of money spent to operate the practice, must be kept in balance with *revenue*, the amount of income received by the practice. Massage therapists can use spreadsheet software to develop a budget so that they can plan more thoroughly and in less time than with paper and pencil methods. Spreadsheets allow planners to see how a change in one calculation affects all the related calculations. A template of a business budget modified for a massage practice is shown in Figure 16-1. A template of a personal budget and a personal finance statement shown in Figure 16-2.



LEARNING ACTIVITY

Analyze your current financial status; include income and expenses. Develop a personal budget based on your income and expenditures. Analyze the budget for areas that can be improved.

BANK ACCOUNTS

One of the daily routine functions of the massage office is control of the *cash flow*, or the amounts of money received and the amounts disbursed. A good understanding of banking technology and procedures is necessary. Banking responsibilities include managing debit and credit cards, check writing, accepting checks from clients for payment of services, endorsing and depositing checks, keeping an accurate bank balance, and reconciling the bank statement.

Electronic Banking

For many massage offices, electronic banking means 24-hour access to cash through an *automated teller machine* (ATM) or direct deposit of paychecks and accounts receivable into a checking or savings account. Electronic banking now involves many different types of transactions.

Electronic banking, also known as *electronic funds transfer* (EFT), uses a computer and electronic technology as a substitute for checks and other paper transactions. EFTs are initiated through devices such as cards or codes that let the massage therapist or those authorized by the massage therapist access an account. Many financial institutions use ATMs or debit cards and personal identification numbers (PINs) for this purpose. Other institutions use devices such as debit cards or a signature or scan to access to an account. The federal Electronic Fund Transfer Act (<http://www.fdic.gov/>)

MESSAGE BUDGET					
Month/Year:					
SUMMARY					
	ACTUAL	BUDGETED	OVER BUDGET	UNDER BUDGET	
Total income					
Total expenses					
Income less expenses:					
INCOME DETAILS					
	ACTUAL	BUDGETED	OVER BUDGET	UNDER BUDGET	NOTES
Fees					
Interest earned					
Rent					
Royalties					
Other					
Total income:					
EXPENSE DETAILS					
	ACTUAL	BUDGETED	OVER BUDGET	UNDER BUDGET	NOTES
Accounting					
Contributions					
Equipment purchases					
Insurance					
Legal					
Loans					
Office supplies					
Postage					
Professional Dues					
Rent & maintenance					
Salaries and wages					
Employee benefits					
Payroll taxes					
Telephone					
Travel					
Utilities					
Other					
Total expenses:					

FIGURE 16-1. Business budget for a massage practice.

regulations/laws/rules/6500-1350.html) covers some electronic consumer transactions.

ATMs, which provide 24-hour service, are electronic terminals that allow banking at almost any time. To withdraw money, make deposits, or transfer funds between accounts, an ATM card is inserted and a PIN number is entered. ATMs must indicate if a fee is charged and give the amount on or at the terminal screen before the transaction is completed.

Direct deposit enables a person to make a deposit to the account on a regular basis. In this system, the massage therapist may preauthorize recurring bills, such as insurance premiums, mortgages, and utility bills, to be paid automatically.

Pay by phone systems allow a person to call the financial institution with instructions to pay certain bills or to transfer funds between accounts. An agreement must exist between the institution and the company being paid that allows these funds to be transferred.

Personal computer banking allows the account to be accessed from a remote location, such as a personal computer. The account holder can view the account balance, request transfers between accounts, and pay bills electronically.

The use of electronic transfers should be monitored carefully. The massage therapist and any other person responsible for electronic banking must read the documents received from the financial institution that issued the access device. No one should know the PIN except the responsible person

Cost-of-living budget	
Regular or fixed monthly payments*	
Mortgage or rent	\$
Automobile payment	\$
Automobile insurance	\$
Appliances	\$
Loan	\$
Health insurance	\$
Personal property insurance	\$
Telephone	\$
Utilities (gas or electric)	\$
Water	\$
Other non-emergency expenses	\$
Discretionary or variable payments	
Clothing, laundry, cleaning	\$
Medicine	\$
Doctor and dentist	\$
Education	\$
Dues	\$
Gifts and donations	\$
Travel	\$
Subscriptions	\$
Automobile maintenance and gas	\$
Spending money and entertainment	\$
Food expenses	
Food—at home	\$
Food—away from home	\$
Taxes	
Federal and state income tax	\$
Property	\$
Other taxes	\$
Other	
Other	\$
Total monthly payments	
	\$
Sample recommended budget expenditures	
Shelter (rent or mortgage)	20%
Food	25%
Clothing	12%
Transportation	12%
Medical and dental	6%
Dues and charities	9%
Education and entertainment	10%
Savings	6%*

*Financial advisors recommend that savings should cover expenses for at least 3 months.

A

Personal financial statement	
Assets	
Cash	\$
Securities (stocks, bonds, CDs)	\$
Real estate	\$
Automobile	\$
Furniture	\$
Receivables (money owed to you)	\$
Other	\$
Value should be determined by the amount that could be obtained from a "quick" sale.	
Total owned	\$
Debts	
Household bills unpaid	\$
Installment payments:	
Automobile	\$
Appliances	\$
Loans	\$
Real estate payments	\$
Other	\$
Insurance:	
Automobile	\$
Personal property	\$
Health	\$
Other	\$
Taxes	\$
Other debts	\$
Total owed	\$
Total owned minus total owed	
= Total worth	\$

B

FIGURE 16-2. Personal budget (A) and financial statement (B). (From Gerdin J: Health Careers Today, ed 4, St. Louis, 2007, Mosby.)

or persons. Before any electronic transfer system is used, the institution must provide the following information, which you should keep filed:

- A summary of the practice's liability for unauthorized transfers
- The telephone number and address of the person to be notified if an unauthorized transfer has been or may have been made, a statement of the institution's business days, and the number of days you have to report suspected unauthorized transfers
- The type of transfers that can be made, the fees for transfers, and any limits on the frequency and amount of transfers
- A summary of the right to receive documentation of transfers and to stop payment on a preauthorized transfer, as well as the procedures for stopping payment
- A summary of the institution's liability
- Privacy assurance

If problems arise in the use of the EFT, a complaint can be filed through the Web site for the state member banks of the Federal Reserve System (<http://www.federalreserve.gov/>).

Credit and Debit Card Payment

Being able to accept credit cards for massage service payment makes the business more attractive to customers. Some massage therapy business owners are intimidated by the process of accepting credit and debit cards or are worried about the associated fees. Accepting credit cards is not difficult, and the increased volume and other benefits almost always outweigh the fees that business owners have to pay for this capability.

There is a process for accepting credit and debit cards. You need a merchant account, which is where credit card payments will be deposited. *Merchant account providers* give businesses the ability to accept credit and debit cards.

A *credit card* is a method of payment. The issuer of the card (i.e., Visa, Discover) grants a line of credit to the consumer. The consumer is borrowing money for payment. When a purchase is made, the credit card user agrees to pay the card issuer. The cardholder indicates his or her consent to pay by signing a receipt with a record of the card details and indicating the amount to be paid. The card needs to be verified to ensure the card is valid and the credit card customer has sufficient credit to cover the purchase. Verification is performed using a credit card payment terminal, which is a device used to swipe or key in required credit card information and to transmit data to the merchant service provider. Data from the card are obtained from a magnetic stripe or chip on the card.

A *debit card* (i.e., bank card or check card) provides an alternative payment method to cash when making purchases. Functionally, it can be called an electronic check, because the funds are withdrawn directly from the bank account.

To get a merchant account, you can use a bank, a third-party provider such as PayPal, or an independent sales organization. Most massage business owners are best suited by working with an independent sales organization. Many merchant account providers have special packages for small businesses, so take the time to shop around for the best deal. They also have access to the equipment you will need to process the payment. There are hundreds of merchant account providers. Contact your Better Business Bureau (<http://www.bbb.org/>) for listings. Take the time to shop around, and be sure that you understand all the associated fees and compare deals until you find the one that is best for your specific needs.

Security and fraud are important issues when accepting these types of payments. Examine each credit card closely to make sure it is valid. Be aware of possible counterfeit, stolen, or fraudulently used credit cards. Do not allow clients' financial information to be observed. Identity theft is the fastest growing crime, and business owners need to protect their clients. One of the most common ways that information is snatched is through lost credit cards.

Establishing a Checking Account

As a rule, the checking account for the business was opened before you began working. In opening the account, the massage therapist decides what type of account to use and signs a signature card (Fig. 16-3) that permits him or her to write checks against the account. If another person is permitted to write checks against the account, that person's signature must also appear on a signature card for the account or on the same signature card that the massage therapist signed.

CHECKS

Checks are a means of ordering the bank to pay cash from the customer's bank account. In the past, checks accounted for more than 90% of all financial transactions in the United States; however, the current use of checks is below 60%, and the rate will continue to decline because of the move to a paperless financial culture. Checks are still used, however, and you need to understand how they work.

Many parts of a check are self-explanatory; however, some parts need additional explanation. In Figure 16-4, part 3 is the *American Bankers Association* (ABA) bank identification number. Under this coding system, every bank is given its own number, which constitutes a numeric name for the bank. This number aids the sorting of checks for distribution to their proper destination. The ABA number is a fraction and usually is printed in the upper right corner of the check or slightly to the left of the check number. Part 4 of the check is the *payee*, the individual or company that will receive the money. Part 7, the *drawee*, is the bank that pays the check. Parts 8 and 9 are magnetic ink character recognition (MICR) numbers. These are encoded on all checks to facilitate high-speed handling by machine. The first number is the bank

Mr. Mrs. Miss SIGNATURE		ACCOUNT NUMBER
Mr. Mrs. Miss SIGNATURE		Date Opened
Mr. Mrs. Miss SIGNATURE		Opened By
OCCUPATION		Approved By
TELEPHONE		Sex, Age, Height
ADDRESS		Relationship if Joint Acct.
No. Street	City State Zip Code	Above for Bank Use Only

Each of the above signed depositors acknowledges that he has read and hereby consents to the terms and conditions of the AGREEMENT SET FORTH ON THE REVERSE SIDE of this signature card.

When this Agreement and signature card is attached to any or every deposit, each depositor agrees that it is his intention to create a JOINT TENANCY in this account with RIGHTS OF SURVIVORSHIP, and that the following terms shall also apply:

All sums credited to this account or any time and shall be the joint property of the depositors and may be paid to or on the order of any of them, whether all the depositors be living or not, and the receipt of any one of the depositors for any such payments so made shall be a valid and sufficient discharge and acquittance therefor.

Any check, draft, note or other order for the payment of money payable to any one or more of the depositors may be cashed for deposit and deposited in this account by any of the depositors whether or not the instrument is payable to the depositor or depositors so endorsing.

SIGNATURE CARD—CHECKING ACCOUNT—INDIVIDUAL OR JOINT

FIGURE 16-3. Signature card. (From Finkbeiner BL, Finkbeiner CA: Practice Management for the Dental Team, ed 6, St. Louis, 2006, Mosby.)

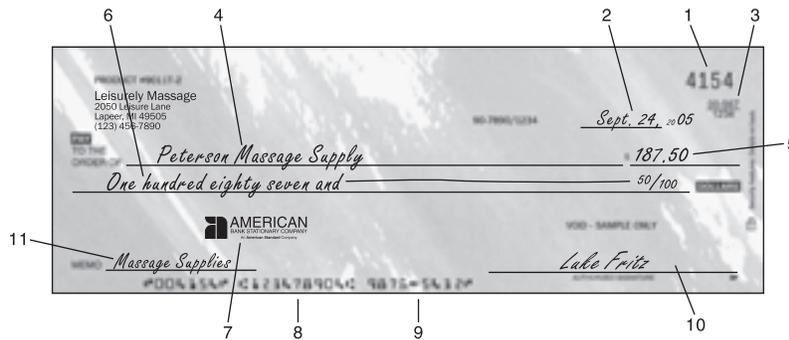


FIGURE 16-4. Parts of a check. 1, Check number. 2, Date of check. 3, American Bankers Association (ABA) bank identification number. 4, Payee, the person or company to be paid. 5, Amount of check (in numerals). 6, Amount of check (in words). 7, Drawee, the bank on which the check is drawn. 8, Bank identification number magnetically printed for electronic processing. 9, Customer account number magnetically printed for electronic processing. 10, Signature of drawer. 11, Reason the check was written. (Courtesy of SYCOM, Madison, WI. Modified from Finkbeiner BL, Finkbeiner CA: Practice Management for the Dental Team, ed 6, St. Louis, 2006, Mosby.)

identification number (also found in the ABA identification number). The second number is the check writer’s checking account number. These numbers can easily be read by people or by machine. Part 10 of the check is the signature of the *drawer* or check writer, the person who orders the bank to pay cash from the account.

WRITING CHECKS

Check writing can be done manually or with the help of a computer system. The check stub or checkbook register should be completed before the check is written or printed. The stub or register provides a record of (1) the check number, (2) the date, (3) the payee, (4) the amount of the check, (5) the purpose of the check, and (6) the new balance brought forward after the amount of the check has been subtracted, or it provides the new balance if a deposit is to be added to the previous balance, as shown in the manual system(Fig.16- 5).

104	BAL BRO'T FOR'D	6,423.82
Sept. 24, 2005		
TO Peterson Massage Supply		
FOR Massage Supply	DEBIT	814.22
	TOTAL	7,238.04
	AMOUNT THIS CHECK	187.50
	BALANCE	7,050.54

FIGURE 16-5. Check stub. (Modified from Finkbeiner BL, Finkbeiner CA: Practice Management for the Dental Team, ed 6, St. Louis, 2006, Mosby.)



FIGURE 16-6. How to write a check. 1, Date the check. 2, Key or write the name of the person or firm to whom the check will be payable. 3, Enter the amount of the check (in figures) opposite the dollar sign. 4, Write the amount of the check (in words) under the “Pay to the order of” line. Start as far to the left margin as possible. 5, The name on the signature line should be signed as it appears on the bank signature card. 6, On the memo line, record the purpose of the payment. (Courtesy of SYCOM, Madison, WI. Modified from Finkbeiner BL, Finkbeiner CA: Practice Management for the Dental Team, ed 6, St. Louis, 2006, Mosby.)



FIGURE 16-7. Pegboard checks system. (From Young AP: Kinn’s the Administrative Medical Assistant, ed 5, St. Louis, 2003, WB Saunders.)

Figure 16-6 presents a step-by-step procedure for writing a check. A similar procedure is followed for entering checks in the one-step system (Fig. 16-7) or for entering check information in a computerized bookkeeping system.

TYPES OF CHECKS

The following list describes a few of the types of checks that you may receive:

Certified check: A certified check is a guarantee that funds have been set aside to cover the amount of the check. The person goes to the bank and writes a personal check for the proper amount. The bank sets aside that amount from the customer’s account, placing it in a special account, and then stamps *Certified* across the face of the check. Usually, a nominal fee is charged for certifying a check.

Cashier’s check: A cashier’s check is the bank’s order to make payment out of the bank’s funds. When a cashier’s check is purchased, the person specifies to whom the bank makes the check payable and receives a carbon or stub of the check as a record. A fee is usually charged for this type of check.

Money order: A money order is a means of transferring money without using cash or a personal check. People who do not maintain a personal checking account often use money orders to pay their creditors. The money order may be purchased in the form of a bank money order, a postal money order, or an express money order. The money order shows the name of the purchaser and the person who is to receive the payment (i.e., payee). A fee is charged for this service.

Traveler’s check: Even though the *traveler’s check* is designed as a payment device for a person who is away from home, it is not uncommon to receive a traveler’s check in payment for massage services. Traveler’s checks are purchased through a bank, American Express, or Railway Express Agency. The checks are preprinted in various denominations, usually \$10, \$20, \$50, and \$100. A small fee, determined by the amount purchased, is charged. When the checks are purchased, the individual signs his or her name in a designated place on each check. When the checks are used for payment or are cashed, they are *countersigned*; that is, the purchaser signs them again in the presence of the individual who cashes the check or accepts it for payment.

Bank draft: A bank draft is a check drawn by the cashier of one bank on another bank where the first bank has available funds on deposit or credit. A bank draft is used if a person or company wants to send a sum of money and a personal check is not acceptable.

Voucher check: A voucher check provides a detachable stub, which serves as an excellent accounting record for itemizing payment of invoices or any other type of itemization the payer would like as a reference.

ACCEPTING AND CASHING CHECKS

Many different types of checks may be used as payment for services. When you accept a check, make sure that it is (1) legibly written in ink or typewritten, (2) currently dated, (3) signed by the check writer, (4) drawn on a U.S. bank, (5) made payable in a certain sum of money (the amount in figures and the amount in words should agree), and (6) made payable to a payee or bearer.

Sometimes, you may be asked to accept a check for more than the charges. This may present a problem. For example, if the individual owes \$50 and wants to pay \$50 but writes a check for \$100 and asks for \$50 to be returned, a question may arise at a later date if the client tries to use the canceled check as a receipt for full payment of the account. Another problem that may be encountered is the acceptance of payment for more than the balance and the return of the difference in cash to the client. If the bank returns the client's check for insufficient funds, you have paid cash out from the business, and the client has the cash. To avoid problems of this nature, it is better to establish a firm policy of not accepting checks for more than the amount owed.

Cash

Because some clients pay their accounts with cash, some cash must be kept in the office. However, large amounts of cash should not be routinely kept in the office, because it may end up being counted as part of the total cash receipts for the day. A separate cash balance can be maintained for petty cash (discussed later).



SELF-REFLECTION

How do I pay my bills? Do I use checks, debit cards, credit cards, cash, money orders, or electronic transfers? Do I pay off the credit card each month or accumulate a balance? What do I do if I overdraw an account and spend money I do not have? Can I have cash in my wallet and discipline myself to not spend it? Do I spend money on impulse, or do I think about purchases a while before buying?

Deposits

MAKING A DEPOSIT

Depositing money into the practice's checking account is usually a daily routine. A bank deposit represents the accumulation of money received for a single day or possibly for a longer period. The bank provides checking account deposit slips, which have the massage practice's name and account number imprinted on them. Follow the step-by-step procedure presented in Figure 16-8 when completing the deposit

Date	CURRENCY	DOLLARS	COIN
11-82		225.00	
12-416		75.00	
2-412		80.00	
16-308		55.00	
10-012		135.00	
	MONEY ORDER	40.00	
	MASTER CHG.	140.00	
	AM. EXP. TRAV. CH.	50.00	
LESS CASH RETURNED			
TOTAL ITEMS	TOTAL DEPOSIT	800.00	

FIGURE 16-8. Deposit slip. 1, Write or type the date on the front side. 2, List currency and coins to be deposited. 3, Identify checks to be deposited individually; if there are more than three, use the back side of the deposit slip. Checks should be listed on the deposit slip by the American Bankers Association (ABA) numbers. However, you may prefer to list checks with the client's name and number. If it is a money order, traveler's check, or MasterCard or VISA charge receipt, the total amount of money and the name of the item are listed. 4, Enter the total from the back on the front side of the deposit slip. 5, Total the entire deposit (net deposit). 6, Optional: some deposit slips provide a line in case the depositor wants part of the deposit back in cash. The amount desired is entered on this line and subtracted from the total line above; the net deposit then is entered as in 5. (Modified from Finkbeiner BL, Finkbeiner CA: Practice Management for the Dental Team, ed 6, St. Louis, 2006, Mosby.)

form. A duplicate copy of the deposit form may be retained for office use to verify with the check register and bank statement at the end of the month.

Another type of bank deposit slip may be used. In the era of computers, software is available for the massage practice,

October 24, 2009 at 3:05p Page 1

DEPOSIT SLIP
PRACTICE
Dates Included: 10/24/09 to 10/24/09

Leisurely Massage
2050 Leisure Lane
Lapeer, MI 49505
(123) 456-7890

Account Number:

Code	Bank No.	Check No.	Amount	Reference (ID, Name)
3	87/44323	634	150.00	(7301) Gable, Catherine M
3	55/980	978	80.00	(12202) Page, Michael W
3	90/4532	709	50.00	(26901) Glass, Steven
3	77/345-0	4793	150.00	(48201) Nair, Ernest
3	445/0983	345	50.00	(50101) O'Brien, Armando
3	12-9855	746	125.00	(234101) Jackewitz, Jerry

TOTAL				
	6 Checks	Total	605.00	
		Total Cash	211.00	
		Total Deposit	816.00	

FIGURE 16-9. Computer-generated deposit slip. (Modified from Finkbeiner BL, Finkbeiner CA: Practice Management for the Dental Team, ed 6, St. Louis, 2006, Mosby.)

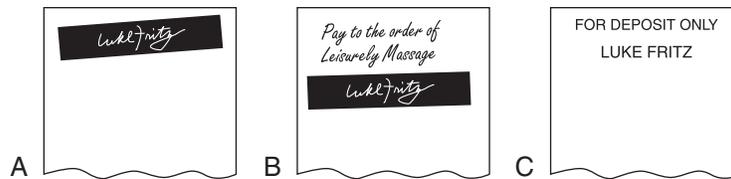


FIGURE 16-10. Check endorsements. **A**, Blank endorsement, which is an endorsement that consists of the signature of the payee. A blank endorsement makes the check payable to any holder. **B**, Endorsement in full, which is an endorsement that states to whom the check is to be paid and the signature of the payee. This endorsement specifies that the check can be cashed or transferred only on the order of the person, bank, or company named in the endorsement. **C**, Restrictive endorsement, which is an endorsement that includes special conditions or that limits the receiver of the check in the uses that can be made of it; this type of endorsement commonly is used when checks are prepared for deposit. (Modified from Finkbeiner BL, Finkbeiner CA: Practice Management for the Dental Team, ed 6, St. Louis, 2006, Mosby.)

and frequently, the massage management software is written by a massage therapist. A common application on the computer is the management of the daily cash flow. At the end of the day, the bank deposit slip is generated from funds entered into the accounting program (Fig. 16-9).

DEPOSITS BY MAIL

Making deposits of the day's receipts by mail saves time for you. Mail deposit slips and envelopes are provided by the bank. Each check should be carefully endorsed on the back with a restrictive endorsement and the signature or stamp of the payee and then placed in the envelope with the deposit slip. The three most common types of endorsements are explained in Figure 16-10. Currency and coins should not be sent through the mail unless sent by registered mail. On

receipt of the deposit, the bank sends the customer a receipt of the deposit and another mail deposit slip and envelope. Mail deposits are rapidly being replaced with electronic transfers.

NIGHT DEPOSITORY

Sometimes, the practice receives large amounts of money after banking hours. The night depository is a means of depositing money in the bank vault when the bank is closed. Usually, the deposit is completed the next business day by a bank teller; the depositor must go to the bank to pick up the deposit bag and receipt. However, if the depositor prefers, the deposit bag can remain locked until the person arrives at the bank to make the deposit personally.

BOX 16-3 Important Points to Remember When Using an Automatic Teller Machine

- Never use an ATM to deposit cash or other items that can be used by unauthorized personnel.
- You receive only receipts of deposit; no copies of deposit slips are given.
- Use an ATM only to deposit checks with restrictive endorsements.
- Notify the bank immediately of any discrepancies between its records and transactions on the office bank statement.
- Notify the bank immediately if your office ATM access card is lost or stolen.

AUTOMATIC TELLER MACHINE

In conjunction with the checking account, financial institutions offer special access cards that can be used to perform banking transactions 24 hours per day, 7 days per week. The cards can be used at ATMs, which are computer workstations that electronically prompt the user through most routine banking activities. Deposits or withdrawals can be made, or funds can be transferred between accounts. However, some precautions must be taken when using an ATM (Box 16-3).

Reconciling the Bank Statement

Although procedures may differ, most banks send a *bank statement* (Fig. 16-11) to the depositor each month. The bank may return the *canceled checks* (i.e., checks that have been paid) along with the bank statement showing the balance of the account at the beginning of the month, deposits made during the month, checks drawn against the account, corrections or charges against the account (e.g., service charge, stop payment charges), and the bank balance at the end of the month. To maintain an accurate record of the checking account, you should reconcile the bank statement as soon as the records are received from the bank.

You should use the following procedure to reconcile the bank statement.

1. Verify the amount of the canceled checks with the amounts on the bank statement. The canceled checks are usually returned in the order listed on the statement.
2. Arrange the canceled checks numerically.
3. Compare the amounts on the canceled checks and the deposits with the amounts written in the checkbook register. Check-off all canceled checks and deposits in the checkbook register.
4. List the *outstanding checks* (i.e., checks not yet returned to the bank), including the check number and the amount.

YOUR BANK							
GRAND RAPIDS, MICHIGAN 49502, PHONE 101-1123							
ACCOUNT NUMBER				PAGE			
0-12-345-6				1			
Leisurely Massage 2050 Leisure Lane Lapeer, MI 49505							
BALANCE FORWARD		DEPOSITS & CREDITS		CHECKS & DEBITS		NEW BALANCE	
AS OF	6-18-	NO.	AMOUNT	NO.	AMOUNT	SERV. CHG.	AS OF
	7-18-						7-18-
\$4,880.30		5	4,087.40	23	\$1,168.83	\$8.40	\$7,790.47
DATE	TRANSACTIONS						BALANCE
06/19	59.23						4,821.07
06/20	640.00DP		50.00				5,411.07
06/23	45.40		70.00		98.19		5,197.48
06/24	35.92		19.76		24.95		5,116.85
06/26	27.91						5,088.94
06/27	949.54DP		41.50		67.44		5,929.54
06/28	9.25		20.00		20.00		5,880.29
06/30	23.84		20.00		43.68		
	43.79		5.00 DM				5,743.98
07/02	53.14						5,690.84
07/07	1,024.16DP						6,715.00
07/08	192.32						6,522.68
07/11	649.53DP						7,172.21
07/16	97.51						7,074.70
07/18	824.17DP		100.00		8.40SC		7,790.47

* TRANSACTION SYMBOLS *

DM - DEBIT MEMO CC - CERTIFIED CHECK RT - RETURNED ITEM IN - INSUFFICIENT FUNDS CHARGE
 OD - OVERDRAFT DP - DEPOSIT CM - CREDIT MEMO SC - SERVICE CHARGE
 PLEASE IF NO ERRORS ARE REPORTED 10 DAYS THE ACCOUNT WILL BE CONSIDERED CORRECT
 FOR YOUR CONVENIENCE, REVERSE SIDE AVAILABLE FOR ACCOUNT RECONCILIATION.
 ALL ITEMS CREDITED SUBJECT TO FINAL PAYMENT

FIGURE 16-11. Bank statement. (Modified from Finkbeiner BL, Finkbeiner CA: Practice Management for the Dental Team, ed 6, St. Louis, 2006, Mosby.)

5. Total the outstanding checks. If a deposit has been made but does not appear on the bank statement, the deposit must be added to the bank statement balance before the outstanding checks are subtracted.
6. Look for charges other than checks that have been deducted from the account, such as service charges (SC), debit memos (DM), and overdrafts (OD). These charges must be subtracted from the checkbook register.

In Figure 16-12, a reconciliation of the bank statement has been prepared for the practice of Massage Associates, PC (see Fig. 16-11 for end of the month figures to determine how these computations were made).

PETTY CASH

Although the cash receipts are deposited in the bank and invoices and miscellaneous items are paid by check, a small amount of cash should be kept in the office. This should be established as a *petty cash* fund and controlled with the same accuracy as the checking account.

When it has been determined how much cash will be placed in the petty cash account, a check is written against the business account and cashed, and the cash is returned to the office and kept in a separate fund. To help eliminate errors in disbursements from the fund, one person in the

Leisurely Massage Bank Reconciliation July 25, 2009			
Balance per Bank Statement	\$7,790.47	Balance per checkbook	\$7,743.26
+ Deposit of 07-20- not on statement	400.00	Subtract	
	<u>\$8,190.47</u>	Debit memo	\$5.00
		Service charge	<u>8.40</u>
			<u>13.40</u>
Less Outstanding Checks			
No. 1102 -	\$50.00		
No. 1106 -	150.61		
No. 1110 -	75.00		
No. 1111 -	66.40		
No. 1112 -	<u>118.60</u>		
Total Outstanding checks	<u>460.61</u>		
Adjusted Bank Balance	<u>\$7,729.86</u>	Adjusted Checkbook Balance	<u>\$7,729.86</u>

FIGURE 16-12. Bankr econciliation. (Modified from Finkbeiner BL, Finkbeiner CA: Practice Management for the Dental Team, ed 6, St. Louis, 2006, Mosby.)

Petty Cash Voucher	
No. _____	Date _____
Paid to _____	Amount _____
For _____	_____
Charge to _____	_____
_____	_____
Approved by	Payment received

FIGURE 16-13. Petty cash voucher. (From Finkbeiner BL, Finkbeiner CA: Practice Management for the Dental Team, ed 6, St. Louis, 2006, Mosby.)

office should have control over the petty cash. A voucher is completed each time money is taken from the fund. The voucher shows the date, voucher number, amount of payment, what the payment was for, to whom the payment was made, and the name of the person approving the payment(Fig.16- 13).

After the voucher is completed, it is placed in the drawer as a reminder of the amount of cash taken from the fund. The vouchers and cash together should equal the original balance of petty cash.

A formal record of petty cash disbursements may be used. This record shows all the disbursements in chronologic order, the voucher number, and special columns for each expense item disbursed from the fund. It also provides a complete summary of how the money was disbursed. At the end of the month, the fund must be replenished. This involves writing another check for cash purposes and charging the various expense accounts for the amount used from the petty cash.

RECORDING BUSINESS EXPENSES

As invoices are processed, the expenditures represented on them need to be analyzed and verified for payment. A check is then made out to each supplier for payment of these statements. You then record each item in an expense category. A monthly income and expense register provides a list of all the expenditures for the month, including the date of payment, the company to which the payment was made, the category of deduction, and the amount of payment. These totals are transferred to the annual summary. This combination checkbook and expense record provides space for deposit entries and checkbook balances, as well as itemization of each expenditure into specific categories. A software alternative allows expenses to be recorded and checks printed using a computer system. Either of these systems can keep a running total of expenses or provide monthly and yearly totals.

MAINTAINING PAYROLL RECORDS

Various federal and state laws require that most businesses keep records to provide information about wages paid and to help in the preparation of required tax reports. You must have a good working knowledge of payroll and tax records.

Initial Payroll Procedures

As an employer, the massage therapist must apply for an *employer identification number*, a nine-digit number assigned to sole proprietors or corporations for filing and reporting payroll information. The application, *Form SS-4*, is available from the Internal Revenue Service (IRS). Some states also require a state employer identification number. Any forms you may need can be found online (<http://www.irs.gov>) and can be printed, downloaded, or even obtained by fax.

columns for rate of pay and hours or days worked in a pay period)

4. A column for each deduction and for total deductions
5. A column for entering the net amount (net pay) received (i.e., difference between total earnings and deductions)
6. A column for recording accumulated taxable earnings, which provides the employer with information on taxable earnings, *Federal Insurance Contributions Act (FICA)* deductions (discussed later), and taxable wages for unemployment taxes
7. Columns for quarterly and annual totals

Determining Employee Wages

The employer and employees must reach an agreement on an acceptable wage. This may be determined as an hourly rate, a weekly rate, or a monthly amount. After this rate has been established, the procedure must be decided for determining net pay.

1. The hourly wage is \$20 per hour.
2. If the workweek is based on 40 hours per week, the *gross wages* (amount earned before deductions) are \$800 (40 hours × \$20 per hour = \$800).
3. Deductions are made from wages, as in the example that follows:
 - a. *FICA deduction (Social Security and Medicare taxes):* The amount to be withheld is determined by calculating at the combined 2000 rate (7.65% [or 0.0765] × \$800 = \$61.20). This tax rate is divided into two parts: the Social Security part, which is 6.2% on the first \$76,200 earned in 2000, and the second part, for Medicare, which is 1.45% on all earnings, no ceiling. These tax rates are subject to change by Congress. The employer must keep track of such changes and make deductions according to the current rate. The *Employer's Tax Guide—Circular E*, available from the IRS, can be used to check the current tax rates.
 - b. *Withholding (income tax deductions):* The amount withheld depends on the number of exemptions indicated on Form W-4. The tax amount withheld is determined from a table in the *Employer's Tax Guide—Circular E*. The withholding tax on \$800 for a married person claiming one exemption is \$94.
 - c. *Local income tax:* Some cities and states have personal income taxes that must be deducted. The employer must be familiar with the state and local laws regarding these taxes.
 - d. *Other deductions:* In addition to the standard deductions, you may have a weekly deduction of \$60 for the credit union (noted on the earnings record).
4. The *net pay* (take-home pay), the amount for which the paycheck is written, is \$584.80.

Gross Wages	Minus Deductions	Total Deductions	Net Pay
\$800.00	FICA: \$61.20 Withholding tax: \$94 Credit union: \$60	\$215.20	\$584.80

The net pay for each member of the business staff must be calculated. After the amounts have been determined, the paychecks are written, the information is entered on each employee's earnings record, and a record is made on the expense sheet.

A pegboard system similar to the one described earlier, which uses a write-it-once method, can be a great time saver. With this type of system, the employee's earnings are recorded on the earnings record and the monthly expense disbursement sheets when the check stubs are written. The columns on the check stubs, earnings records, and monthly expense disbursement sheet coincide. These systems have proved very popular with employers who have a number of employees.

Depositing Withheld Income Tax and Social Security Taxes

The employer must deposit withheld income tax, Social Security, and Medicare taxes in an authorized commercial bank or a Federal Reserve Bank. Since January 1, 2000, new coupon forms have been used for depositing taxes. The IRS sends the employer a Federal Tax Deposit (FTD) Coupon Book (Form 8109) containing 15 coupons for depositing all types of taxes. FTD forms are no longer mailed out periodically. If additional forms are needed, the FTD Reorder Form (Form 8109A) provided in the coupon book is used. If you do not have a coupon book, you may request one from the IRS district office.

The amount of taxes determines the frequency of deposits. These taxes are owed when the employer pays the wages (or makes the payments from which the taxes are withheld), not when the payroll period ends. To determine when the taxes are due and the amount on which they are based, you should check the instructions on the reverse side of the Employer's Quarterly Federal Tax Return (Form 941).

Although the employer probably will make monthly deposits for the withholding taxes and FICA deductions, he or she must file a quarterly return on Form 941. The returns and tax payments are due on the following dates:

Quarter	Quarter Ending	Date Due
January to March	March 31	April 30
April to June	June 30	July 31
July to September	September 30	October 31
October to December	December 31	January 31

The employer completes Form 941 by entering the summarized payroll data for the quarter. Information about total wages and taxable FICA wages is obtained from the employee's earnings record. Further instructions are available in the IRS pamphlet instructions for Form 941.

Federal Unemployment Tax

The employer is subject to a federal unemployment tax under the provisions of the Federal Unemployment Tax Act (FUTA). This tax is 6.2% of wages paid and applies to the first \$7000 of wages paid during the calendar year. A credit may be taken against the federal unemployment tax for contributions to be paid into state unemployment funds. The federal unemployment tax is imposed on employers and must not be deducted from employees' wages. On or before January 31, the employer must file an unemployment tax return (i.e., Employers' Annual Federal Unemployment [FUTA] Tax Return [Form 940]) and deposit or pay the balance of the tax in full. For deposit purposes, the employer must compute the federal unemployment tax on a quarterly basis. The deposit must be made on or before the last day of the first month after the close of the quarter.

To determine whether your employer must make a deposit for any of the first three quarters in a year, compute the total tax as follows:

1. Multiply the first \$7000 of each employee's annual wages paid during the quarter by 0.008.
2. If the amount subject to deposit (plus the amount subject to deposit but not deposited for any prior quarter) is more than \$100, a deposit should be made during the first month after the quarter.

Wage and Tax Statement: Form W-2

A federal Wage and Tax Statement (Form W-2) for a calendar year must be provided for each employee no later than January 31 of the following year. Form W-2 is prepared in six parts and distributed in the following manner: one copy for IRS use; one copy to state, city, or local tax



LEARNING ACTIVITY

Look at different payroll checks, and identify the deductions. Describe the difference between government deductions and other deductions. List the various types of other deductions that may be taken from gross wages by the employer.

Describe how self-employed individuals pay income and payroll taxes.

departments; three copies to the employee (i.e., one for filing federal tax returns, one for state or local tax purposes, and one for the employee's files); and one copy retained by the employer. Form W-2 includes the following information:

- Employer's identification number, name, and address
- Employee's Social Security number, name, and address
- Federal income tax withheld
- Total sum of wages paid to the employee
- Total FICA employee tax withheld (Social Security and Medicare)
- Total wages paid that are subject to FICA
- State and local taxes withheld when applicable

To correct a Form W-2 after one has been issued to an employee, a corrected statement must be issued. The corrected statement must completely replace the original statement and be clearly marked as "CORRECTED RETURN" in capital letters directly above the title, Wage and Tax Statement. If a Form W-2 is lost or destroyed, the substitute copy issued to the employee is marked as "REISSUED RETURN."

REPORT OF WITHHELD INCOME TAX

On or before February 28, copy A of all Form W-2s issued for the year and Form W-3, Transmittal of Wage and Tax Statements, must be sent to the IRS.

RETENTION OF PAYROLL AND TAX RECORDS

The employer must keep all records pertaining to employment taxes available for inspection by the IRS. Although no form has been devised for such records, the employer must be able to supply the following information:

- Amounts and dates of all wages paid
- Names, addresses, and occupations of employees
- Periods of employees' employment



SELF-REFLECTION

Did I realize how payroll is calculated? Have I ever challenged how payroll deductions were made when I thought there was a mistake? How do I feel about the difference between gross and net pay in my paycheck? If I am going to employ massage therapists, how do I feel about paying a portion of their taxes?

- Periods for which employees were paid while absent because of sickness
- Employees' Social Security numbers
- Employees' income tax withholding allowance certificates
- Employer's identification number
- Duplicate copies of returns filed and the dates and amounts of deposits made

These tax records should be kept for at least 4 years after the date the taxes to which they apply become due.

Employer's Responsibility for Tax Information

The *Employer's Tax Guide—Circular E* summarizes the employer's responsibilities for withholding, depositing, paying, and reporting federal income tax, Social Security taxes, and federal unemployment tax. The circular is available to all employers and may be obtained from a local IRS office. Because tax rates often increase, it is wise to check with the IRS to ensure that current forms and percentages are used for tax calculations. Additional information and help are available at the American Payroll Association Web site (<http://www.apa.com/>).

ACCOUNTS PAYABLE SOFTWARE

Most message office software packages do not provide a mechanism for writing checks and maintaining payroll records; therefore, the message therapist must rely on

some form of commercial software to accomplish this task. QuickBooks Financial Software gives small business owners the power to run their businesses more effectively. For small businesses with 1 to 20 employees, QuickBooks helps to save time and increase productivity because it offers improvements to commonly used features and provides better help and learning tools to increase the user's knowledge and confidence. The software is available in a variety of editions, and you should review the needs of the office before making a selection. The package has several benefits:

- Paybills
- Print checks
- Create invoices and purchase orders
- Track business payments and expenses
- Manage payroll processing
- Direct deposit paychecks
- Create state and federal forms
- Track workers' compensation payments and easily calculate bonuses

 Explore the tutorial on the accounting capabilities of the practice management software. Based on the inventory management you already established, pretend you need to order a certain supply and fill out the various screens involved in this process.



Good Stuff from the Government

A number of government and private organizations have information about various aspects of identity theft and fraud: how it can occur, what you can do about it, and how to guard your privacy. To help you learn more about the problem and its solutions, the U.S. Department of Justice Web site lists other Web sites on identity theft and related topics. Links to the information provided here also can be found on the Evolve Web site.

THE UNITED STATES SECRET SERVICE

The United States Secret Service Web site (<http://www.secret-service.gov>) provides information on the following topics:

- How can I detect counterfeit currency?
- How can I protect myself against credit card fraud?
- What should I do if I think I have been victimized by credit card fraud or identity theft?
- How do I report a case of advance fee fraud (also known as "4-1-9 fraud")?
- How can I protect myself against check fraud?
- How can I protect myself against telemarketing fraud?
- How can I protect my privacy?

FREE ANNUAL CREDIT REPORT

According to the Fair and Accurate Credit Transactions Act of 2003 (<http://www.whitehouse.gov/news/releases/2003/12/20031204-3.html>), U.S. residents are entitled to one free credit report a year from AnnualCreditReport.com (<https://www.annualcreditreport.com/>; phone number: 877-322-8228). Experts suggest ordering one from a different agency every 4 months. Check the number of open accounts on the report to make sure that the total agrees with what you would expect. You are also entitled to a free credit report when you have reason to suspect identity fraud.

THE INTERNAL REVENUE SERVICE

There is much valuable information on the IRS Web site (<http://www.irs.gov/businesses/small>). A few of the highlights are presented here, and a more complete list is available on the Evolve Web site. You can find answers to many questions about being self-employed individuals or independent contractors.

(Continued)



Good Stuff from the Government—cont'd

Who is self-employed? If you are in business for yourself or carry on a trade or business as a sole proprietor or an independent contractor, you can consider yourself a self-employed individual. You are an independent contractor if the person for whom you perform services has only the right to control or direct the result of your work, not what will be done or how it will be done.

Do I need an identification number? You must have a taxpayer identification number to operate your business. This usually is your social security number or an individual taxpayer number. However, if you have employees and in some other circumstances, you will need an employer identification number.

Useful forms and publications: A collection of relevant forms and publications related to understanding and fulfilling your filing requirements.

Operating a business: Learn about the various responsibilities associated with operating your own business. You will find many topics, such as types of business taxes that may apply, how to structure retirement plans for your employees, deducting the cost of running your business, and much more.

Closing a business: There is more involved in closing your business than just locking the doors. This section provides procedures for getting out of business, including what forms to file and how to handle additional revenue received or expenses that you may incur.

Tax trails: Quick and interactive, answer a few yes or no questions, and you have insight into your deductions, credits, and more.

RECORDKEEPING

Good records can help you monitor the progress of your business, prepare your financial statements, identify source of receipts, keep track of deductible expenses, prepare your tax returns, and support items reported on tax returns. Log on to the IRS Web site to find information on the following topics:

Why should I keep records?

What kinds of records should I keep?

How long should I keep records?

How long should I keep employment tax records?

How should I record my business transactions?

What is the burden of proof?

SUMMARY

Money has monetary value and emotional value. One person's sense of financial security may be completely different from another's.

A business is an operation that needs to make money to stay in business, and the use of a budget is essential. You must calculate the total expenditures and revenue and then determine how much each expenditure should be allowed. This calculation should include the funds needed when revenue is below average and the bills still need to be paid.

Just as you need to know the parts of a check you write, you should be able to identify those areas on the checks you receive to make sure they provide the necessary information to obtain payment. There are many payment methods that you may want to provide your client, but when offering credit payment, there are additional expenses. The most secure forms of payment are cash, certified check, cashier check, money order, traveler's check, and debit card. At the end of the day, these checks need to be entered on a deposit slip or printed if you are of a computer software program and then stamped with the account number on the back of the check. Monthly, all deposits and expenditures of the business need to be reconciled with the bank statement.

Bibliography

Department of the Treasury: *Internal Revenue Service: Employer's Tax Guide, publication no. 15, circular E (revised)*. Washington, DC, 2005, Internal Revenue Service.

Fulton PJ: *General Office Procedures for Colleges*, ed 12, Cincinnati, OH, 2003, South-Western.

Hall J: *Consumers Now Favor Credit and Debit over Cash and Checks*, Washington, DC, December 2003, American Banking Association.

Evolve Annotated Web Links

<http://evolve.elsevier.com/Fritz/business>

American Bank Association (<http://americanbankassociation.com>)

American Bank Association (www.apa.com)

Annual Credit Report (<https://www.annualcreditreport.com/cra/index.jsp>)

Better Business Bureau (www.bbb.org)

Federal Deposit Insurance Corporation (<http://fdic.gov>)

Federal Electronic Fund Transfer Act (EFT) (<http://www.fdic.gov/regulations/laws/rules/6500-1350.html>)

Federal Reserve (www.federalreserve.gov)

Federal Trade Commission (www.ftc.gov)

Internal Revenue Service, publications online (<http://www.irs.gov/publications>)

Internal Revenue Service, tax information for businesses (<http://www.irs.gov/businesses/>)

Intuit, QuickBooks (<http://www.quickbooks.com/support>)

United States Department of Justice: Where can I find out more about identity theft and fraud? (<http://www.usdoj.gov/criminal/fraud/websites/idtheft.html>)

United States Secret Service, FAQ: How do I protect myself against credit card fraud? (<http://www.secretservice.gov/faq.shtml#faq11>)

Workbook

1. Name and define the parts of a check.

2. List the necessary steps in writing a check.

3. Explain the differences between a certified check and a cashier's check.

4. Describe the procedure for making a bank deposit.

5. Define the following:

a. Blank endorsement

b. Endorsement in full

c. Restrictive endorsement

6. Describe the procedures for reconciling a bank statement.

7. Explain the function of monthly expenses.

8. Explain the function of a year-end summary.

9. Why is it necessary to maintain accurate payroll records?

10. What is the purpose of an employee's earnings record?

11. Explain the difference between gross and net wages.

12. What is the purpose of Form 941, and when is the form prepared?

13. On what amount of the employee's wages must the employer pay unemployment taxes?

14. What information is included on Form W-2?

15. Explain the importance of payroll deduction retention.

MAINTAINING A SAFE WORK ENVIRONMENT

OUTLINE

Sanitation in the Health Care

Business Office

Disease Transmission

Types of Infections

Routes of Infection Transmission

Infection Control in the Massage Therapy Office

Health Protection Program for the Massage

Therapy Staff

Government Regulations

Maintaining Regulatory Records

Hazard Communication Program

Infection Control Techniques

Workplace Safety

Identifying Health and Safety Hazards

Safety Measures

Workplace Violence

Sexual Harassment

Prevention

Vulnerability to Sexual Harassment

Fraudulent Accusations of Sexual Harassment

Summary

KEY TERMS

Acquired immunodeficiency syndrome (AIDS)

Asepsis

Autogenous infection

Barrier techniques

Blood-borne pathogens

Centers for Disease Control and Prevention (CDC)

Communicable disease

Cross-contamination

Disease transmission

Disinfectants

Disinfection

Environmental Protection Agency (EPA)

Hazard

Hazardous waste

Hepatitis B virus (HBV)

Human immunodeficiency virus (HIV)

Infection

Infectious waste

Occupational Safety and Health Administration (OSHA)

Personal protective equipment (PPE)

Risk

Sanitization

Sexual harassment

Sharps containers

Sterilization

Standard precautions

LEARNING OUTCOMES

Mastery of the content in this chapter will enable the reader to:

- Define key terms
- Identify the importance of an understanding of disease transmission
- Identify the routes of disease transmission
- Describe basic infection control procedures
- Identify regulatory agencies that may affect the massage therapy office
- Identify the records required by the Occupational Safety and Health Administration that are maintained in the business office of health care professionals
- Explain routine procedures to maintain quality assurance in the office
- Institute the necessary procedures and protocols for dealing with harassment in the workplace

A fundamental principle of massage therapy practice is safe and secure care. Attending to this process begins before the client enters the door. Is the entrance to the massage office safe and secure? Is the area well lighted and maintained in inclement weather. In the massage theory and practice segment of your education, you learned specific information about infection control and safety procedures. It may seem odd that this topic occurs in a book about career development, but all aspects of the business environment must be maintained in a safe and sanitary manner. The reception area, business equipment, and other features of the business are used by many people and therefore can become a route for infection transmission and provide a *hazard* for an accident, such as a fall or burn.

Unfortunately, there is potential in any work environment, including massage therapy, for harassment and various forms of workplace violence. These concepts are in opposition to the compassionate, nurturing environment of massage, and it may be inconceivable that such situations could occur. Although uncommon, they do unfortunately happen, and you have to know how to protect yourself and others if necessary. This chapter describes these important safety aspects of business operations.



SELF-REFLECTION

How safe do I feel when I go to school, shopping, work, the doctor, or home? What steps do I take to maintain a safe personal environment? Does the topic scare me? What can I do to be safer in my environment?

SANITATION IN THE HEALTH CARE BUSINESS OFFICE

Sanitation procedures entail more than keeping the environment neat and clean. Specific procedures are used in the business setting to protect the health and safety of employees and clients. If you are working in a health care environment

such as a pain management clinic, you must follow stringent sanitation requirements as set up by the *Occupational Safety and Health Administration* (OSHA). There are also very specific sanitation requirements for any location, such as a spa, where the public may use hydrotherapy equipment.

Several responsibilities must be attended to as part of business operations; the number of responsibilities depends on the environment. Because you may not know where you will be working, it is necessary to understand how infection control is maintained (Table 17-1).

Disease Transmission

Unlike treatment in the setting of nursing or dentistry, which involves several sources by which infectious diseases can be transmitted, including blood, saliva, and nasal discharge, massage therapists typically do not come in contact with body fluids. However, some instances of *disease transmission* may occur, as in the case of an unexpected nosebleed or a client with some degree of incontinence. Massage therapists routinely come in contact with the client's skin, hair, and clothing. When someone sneezes, mucus droplets are sprayed in the environment. Any of these events can transmit a microbial *infection*. Table 17-2 lists several *communicable diseases* and their routes of transfer.

Types of Infections

Infections can be divided into two categories: autogenous infections and cross-infections. *Autogenous infections* are infections that result from a person's own microflora. For example, a client who undergoes dental procedures may subsequently develop endocarditis; this condition can result from the spread of virulent organisms (e.g., staphylococci, pneumococci) that live in the mouth and that can be introduced into the bloodstream. *Cross-infections* are transferred from one person to another. For example, when a child has an infection and coughs or sneezes, the caregiver may contract the infection through airborne or droplet transmission.

Routes of Infection Transmission

Microbial transmission through secretions and exudates occurs by three routes: (1) direct contact with a lesion, organisms, or debris; (2) indirect contact through contaminated surfaces, supplies, equipment, or records; and (3) inhalation of microorganisms aerosolized from a client's saliva during coughing and sneezing.

INFECTION CONTROL IN THE MESSAGE THERAPY OFFICE

Because client care begins in the business office, it is important to maintain infection control in all areas of the business environment. Every health care worker, including the massage therapist, is responsible for breaking the cycle of disease transmission (Fig. 17-1). Safe practice is based on the following principles:

- A complete and accurate client history must be obtained.
- Aseptic techniques must be observed, using *personal protective equipment* (PPE) if necessary.
- Health care workers must strictly adhere to acceptable *disinfection* and *sterilization* procedures.
- Equipment and supplies must be maintained in a sanitary manner.

The first step in safe practice is obtaining complete and detailed information about the client. The records discussed in Chapter 7 must be completed, dated, signed, and reviewed thoroughly. You must make sure that protocols are followed and the necessary barrier materials are available for use. You must ensure that the records used during the treatment procedure are transferred safely from the massage area to the business office without *cross-contamination*.

Table 17-3 presents several situations that massage therapists may encounter in attempting to maintain safe practice in the office. You must be able to distinguish between right actions and wrong actions and must understand the consequences of a wrong action in infection control.

Health Protection Program for the Massage Therapy Staff

Whether you are a therapist working in a health care environment, spa, or your own business, there is a role for an infection control coordinator, and you should be familiar with the aspects of this process. The office's personnel policy must include a health service program for the staff that covers the following:

- Education and training
- Immunizations
- Exposure prevention and postexposure management



SELF-REFLECTION

If you can agree with each of the following statements, you probably can perform your duties safely and free of potential risks. If you cannot agree with one of these statements, you may jeopardize your own health and the safety of others with whom you have contact.

1. I completely understand the Occupational Safety and Health Administration (OSHA) concepts and the need to perform my duties safely.
2. I am sure that the pencils, pens, and records with which I come in contact regularly are free of contamination.
3. I am never in contact with exposed surfaces, body fluids, or contaminated areas or involved with sterilization processes.
4. I will never be required to provide emergency care to clients or others without protective personal barriers.
5. I never come in contact with infectious waste.
6. I never assume that the client is not potentially contagious because he or she is a family member or personal friend.

I understand that if I answered no to any of the preceding points, I must proceed only if I strictly adhere to the appropriate barriers and protocols provided by the *Centers for Disease Control and Prevention* (CDC) and OSHA.

- Medical conditions, work-related illness, and work restrictions
- Allergies or sensitivities to work-related materials, such as latex
- Records maintenance, data management, and confidentiality issues
- A referral arrangement with a medical physician who is available to treat staff members for emergencies and perform medical evaluation and treatment quickly and appropriately
- Confidential, up-to-date medical records for all workers

Government Regulations

All health professionals are expected to comply with current guidelines and regulations governing infection control, hazard communication, and medical waste disposal. Several agencies are responsible for providing the regulations affecting each of these areas. The employer is primarily responsible for maintaining current copies of all state and federal regulations. These guidelines must be reviewed, and their implementation in the office must be documented.

In 1986, OSHA established guidelines to protect workers from occupational exposure to blood-borne diseases. In 1988, employees in direct contact with blood or infectious

TABLE 17-1 Management of Occupational Exposures to Blood-Borne Pathogens

MESSAGE THERAPY WORKER	EMPLOYER OR INFECTION CONTROL COORDINATOR	QUALIFIED HEALTH CARE PROVIDER
<p>Before an Exposure Occurs</p> <p>Receives training on risk of occupational exposures, immediate reporting of injuries or exposures, and massage therapy office reporting procedures</p>	<p>Establishes referral arrangements and protocol for employees to follow in the event of exposures to blood or saliva by puncture injury, mucous membrane, or nonintact skin or other potentially infectious materials</p> <p>Trains occupationally exposed employees in postexposure protocols</p> <p>Makes available and pays for hepatitis B vaccine for workers at occupational risk</p>	<p>Contracts with employer to provide medical evaluation, counseling, follow-up care to employees exposed to blood within the practice setting</p> <p>Keeps current on public health guidelines for managing occupational exposure incidents and is aware of evaluating health care provider's responsibilities ethically and by law</p>
<p>When an Exposure Occurs</p> <ol style="list-style-type: none"> 1. Performs first aid 2. Reports injury to employer 3. Reports to designated health care professional for evaluation and follow-up care, as indicated 4. Receives copy of Written Opinion. 	<ol style="list-style-type: none"> 1. Documents events in the office setting 2. Immediately directs employee to evaluating health care professional 3. Sends to evaluating health care professional: <ul style="list-style-type: none"> • copy of standard job description of employee • exposure report • source client's identity and bloodborne infection status (if known) • employee's HBV status and other relevant medical information • copy of the Occupational Safety and Health Administration (OSHA) Blood-borne Pathogen Standard 4. Arranges for source client testing, if the source client is known and has consented 5. Pays for postexposure evaluation and, if indicated, prophylaxis 6. Receives Written Opinion from evaluating health care professional <ul style="list-style-type: none"> • files copy of Written Opinion in employee's confidential medical record (if maintained by employer) • provides copy of Written Opinion to exposed employee 	<ol style="list-style-type: none"> 1. Evaluates exposure incident, worker, and source client for HBV, HCV, and HIV, maintaining confidentiality <ul style="list-style-type: none"> • arranges for collection and testing (with consent) of exposed worker and source client as soon as feasible (if serostatus is not already known) • in the event that consent is not obtained for HIV testing, arranges for blood sample to be preserved for up to 90 days (to allow time for the exposed worker to consent to HIV testing) • arranges for additional collection and testing as recommended by the U.S. Public Health Service/CDC • notifies worker of results of all testing and of the need for strict confidentiality with regard to source client results • provides counseling • provides postexposure prophylaxis, if medically indicated 2. Assesses reported illnesses/side effects 3. Within 15 days of evaluation, sends to the employer a Written Opinion, which contains (only):* <ul style="list-style-type: none"> • documentation that the employee was informed of evaluation results and the need for any further follow-up • whether HBV vaccine was indicated and if it was received

*Allot her findings or diagnoses remain confidential and are not included in the written report.
Modified from <http://www.cdc.gov/mmwr/>

materials and substances were required to use *standard precautions*; that is, all clients must be treated as if they are potentially infected with the *human immunodeficiency virus* (HIV, the cause of *acquired immunodeficiency syndrome* [AIDS]), the *hepatitis B virus* (HBV), or other infectious organisms. Some massage therapists may have additional massage contracts outside the main massage practice, and because the

massage practice is becoming common in the health care industry, an overview of the latest required OSHA standards is presented in Box 17-1.

When standard precautions are used, additional procedures are not necessary for treating a client known to have an infectious disease. Under standard precautions, each workplace must

TABLE 17-2 Transmission of Communicable Diseases

DISEASE	MEDIUM OF TRANSMISSION	ROUTE OF TRANSMISSION
Acquired immunodeficiency syndrome (AIDS)	Blood, semen, or other body fluids, including breast milk	Inoculation by use of contaminated needles or by direct contact so that infected body fluids can enter the body
Gonococcal disease	Lesions, discharge from infected mucous membranes	Direct contact, as in sexual intercourse; towels, bathtubs, toilets; hands of infected individuals soiled with their own discharges; through breaks in hands of attendant
Hepatitis B (viral)	Blood and serum-derived fluids, including semen body fluids	Contact with blood and vaginal fluids
Measles (rubella)	Discharges from nose and throat	Direct contact, hands of health care worker, articles used by and about client
Mumps	Discharges from infected glands	Direct contact with person affected
Pneumonia	Sputum and discharges from nose and throat	Direct contact, hands of health care worker, articles used by and about the client
Rubeola	Secretions from nose and throat	Through mouth and nose
Streptococcal sore throat	Discharges from nose and throat, skin lesions	Through mouth and nose
Syphilis	Infected tissues, lesions, blood	Direct contact, kissing, or sexual intercourse; transfer through placenta to fetus; contaminated needles and syringes
Tuberculosis	Saliva, lesions, feces	Direct contact, droplet infection from a person coughing with mouth uncovered, saliva transferred from mouth to fingers and then to food and other articles

Modified from <http://www.cdc.gov/mmwr/>

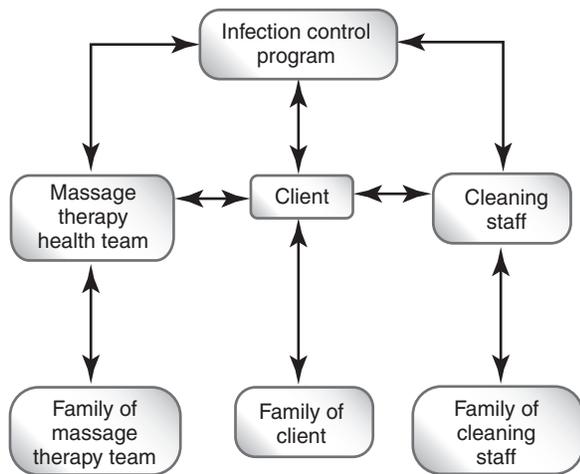


FIGURE 17-1. Cycle of disease transmission. (Modified from Finkbeiner BL, Finkbeiner CA: Practice Management for the Dental Team, ed 6, St. Louis, 2006, Mosby.)

The *Environmental Protection Agency* (EPA), a federal regulatory agency, developed a program for overseeing the handling, tracking, transportation, and disposal of medical waste. The CDC, a division of the U.S. Public Health Service, also provides recommendations for health care workers. It is responsible for investigating and controlling various diseases, such as hepatitis and tuberculosis (the incidence of which is increasing).

Maintaining Regulatory Records

Employers are responsible for the job of maintaining the myriad records required to meet the various standards and regulations. A control form can help to ensure that all records are kept as required. Examples of all records should be included in the office procedures manual or the *Regulatory Compliance Manual*. These records should be kept confidential and should include the following:

- Be hazard free
- Provide personal protective clothing and equipment
- Display poster no. 2203, a guide to OSHA regulations, in a prominent location
- Exposure determination forms, which describe the office infection control program and procedures
- Employee medical records
- Employee training records, which describe hepatitis B vaccination availability, requirements, and implementation
- Informed refusal for hepatitis B vaccination
- Postexposure evaluation and follow-up training

TABLE 17-3 Recognizing Right and Wrong Infection Control Patterns

WRONG	EFFECT	RIGHT
Shaking hands while wearing gloves	Disease transmission may occur through cross-contamination.	Remove gloves and wash hands before leaving.
Pulling mask on and off	Contact with the face with contaminated gloves can expose unprotected tissues to disease. If mask is contaminated, contact with gloved or ungloved hands can allow disease transmission.	Nod and speak greetings to the individual.
Wearing the same mask for more than one client	Masks become moist fields, allowing penetration of particles through the mask.	Always change masks between clients, and use more than one mask if treatment procedure is lengthy.
Reusing gloves for different clients	Most gloves have microscopic openings, allowing penetration of microbes. Washing gloves increases the potential for disease transmission.	Gloves are always changed between clients; gloves may need to be changed during a treatment procedure that is lengthy.
Placing client records in treatment room	Records may become exposed to aerosols or through handling; these records are transferred to the business office after treatment, exposing the business personnel to the potential for disease.	Records other than radiographs should be kept outside the treatment room to avoid contamination. If the records must be in the treatment room, they should be kept out of the reach of aerosols and handled with clean hands or with overgloves rather than examination gloves.
Eating in a contaminated site	Surfaces can become contaminated from instruments or materials exposed to client aerosols or handling.	A staff lounge or eating area must be available in a site away from potentially contaminated materials.
Wearing a V-neck laboratory coat	Garments under laboratory coat can become contaminated. If wearing a V-neck shirt underneath, skin will be exposed.	Always wear high-neck laboratory coat when working with clients or in a laboratory.
Wearing dangling earrings, piercings, necklaces, bracelets	Items can become contaminated. They may hang near the client's face or catch on something.	Minimize jewelry to only wearing wedding bands and small post earrings.

Modified from <http://www.cdc.gov/mmwr/>

- Employee informed refusal of postexposure medical evaluation
- Incident report of exposure to occupational illness

Hazard Communication Program

OSHA's hazard communication standards require all health professionals to develop and implement a program involving employee training, compile a list of hazardous chemicals, maintain material safety data sheets (MSDSs), and label all chemicals in the office. This program must apply to all activities in which an individual may be exposed to hazardous chemicals under normal working conditions. The hazardous chemicals most likely to be encountered by a massage therapist are cleaning and sanitizing chemicals.

One individual in the office is designated the hazard communication program coordinator. A sole business

practitioner automatically becomes the coordinator. This person is responsible for the following:

- Disseminating information about the program
- Recognizing the hazardous properties of chemicals found in the workplace
- Keeping up to date on procedures for safe handling of chemicals
- Implementing measures for protecting the office staff from hazardous chemicals

MATERIAL SAFETY DATA SHEETS

If you are assigned the job of hazard communication program coordinator, you should make and maintain an updated list of all products in the office that contain hazardous chemicals. For the massage therapy business, these chemicals are typically cleaning supplies, but essential oils in large volume can also be hazardous, and those that contain

BOX 17-1 Overview of Standards Established by the Occupational Safety and Health Administration (OSHA)**IMPORTANT SANITATION AND SAFETY TOPICS**

- Acquiring a thorough understanding of the routes of disease transmission
- Maintaining an adequate inventory of acceptable disinfectants, sterilants, and barrier covers
- Maintaining records verifying compliance with the requirements of the Occupational Safety and Health Administration (OSHA)
- Attending training sessions
- Verifying employee compliance with OSHA
- Maintaining employee records
- Scheduling continuing education courses for the staff
- Verifying quality assurance
- Maintaining all Material Safety Data Sheets (MSDSs)
- Arranging for the disposal of hazardous waste
- Providing infection control training for new employees as designated by the employer
- Interacting with outside agencies

RESPONSIBILITIES OF EMPLOYERS AND EMPLOYEES

- Employers must identify and train workers “reasonably anticipated” to be at risk of exposure. They also must reduce or eliminate exposure and offer medical care and counseling if exposure occurs.
- Employers must have written exposure control plans identifying workers with occupational exposure to blood and other infectious materials and specifying ways to protect and train those workers.
- Employers must have a plan that includes protocols for barrier techniques, sterilization, disinfection, hepatitis B vaccination, and the handling of office accidents, including exposure to infectious materials. They must also have plans to protect and train employees; these plans must be reviewed and updated annually and must be available to employees at all times.
- Employers must provide laundering of protective clothing. Laundering of protective clothing at home is prohibited.
- Workers must wear gowns and gloves when a risk exists of exposure to or skin contact with blood, body fluids, or saliva. General work clothes are not considered protection against exposure to blood, body fluids, or saliva.
- Employers must provide personal protective equipment to be worn by all employees (i.e., gowns, gloves, masks, and eyewear) at no expense to employees.
- Sharps containers must be labeled and easily accessible to areas where sharps are used.
- Hepatitis B vaccinations must be offered to employees at no cost after training is completed but within 10 days of placement in a position that involves occupational exposure. If a worker declines the hepatitis B vaccination, access is still required if the employee has a change of mind.
- Employers must provide a training program during working hours for all employees in occupational exposure positions by June 4, 1992, and annually in subsequent years.
- Training records must be kept for 3 years after the training sessions.
- The following must be handled as infectious waste (i.e., placed in special, labeled containers): pathologic waste sharps; blood and body fluid items that release blood, body fluid, or saliva when compressed; and items caked with dried blood, body fluid, or saliva if such contaminants can be released from the materials during handling.

A variety of diseases can be transmitted when receiving or giving massage. The Centers for Disease Control (CDC) Web site (<http://www.cdc.gov>) is an ongoing source of up-to-date information and should be visited regularly. On this site are recommendations for (1) educating and protecting health care personnel; (2) preventing the transmission of blood-borne pathogens; (3) hand hygiene; (4) personal protective equipment; (5) contact dermatitis and latex hypersensitivity; (6) sterilization and disinfection of client care items; and (7) environmental infection control.

There are no specific recommendations for massage; however, it would be prudent to follow the recommendations of similar health care providers, such as physical therapists.

Modified from U.S. Department of Labor; Occupational Safety and Health Administration: CP2-2.69; Exposure procedures for occupational exposure to bloodborne pathogens.

clove and cinnamon are very caustic. Hydrotherapy procedures that use a hot tub require hazardous chemicals to maintain water quality.

MSDSs, which are government-approved, or equivalent forms that provide specific information about chemicals purchased for use in a workplace, are an important part of the records. MSDSs for all products with hazardous

potential are compiled and kept updated in a master list available to all individuals. An MSDS should include the manufacturer’s name and address, the product name, the generic name (if applicable), potential routes of entry, the organs affected by the chemical, and means of protecting against or reducing the effects of chemical exposure (e.g., eyewash).

LABELING OF HAZARDOUS MATERIALS

The hazard communication program coordinator is responsible for properly labeling hazardous chemicals and substances. Many products purchased from supply companies arrive with permanently affixed information about hazardous chemicals. When items are purchased in bulk and then transferred to smaller containers, hazard communication labels must be put on the secondary containers. The label must show that the MSDS was obtained and must designate the chemical's hazard class, the routes of entry into the body, and the organs affected. Labeling kits and informational materials are available from a variety of companies.

EQUIPMENT FOR HAZARDOUS SITUATIONS

The massage therapist may be responsible for ordering equipment and training office staff members in the use of a variety of materials during a hazardous situation. Although you may not work directly with hazardous materials, it is your responsibility to ensure that safe practice is implemented, to understand how to prevent accidents, and to know how to react in the event of an accident.

The following equipment should be readily available for use in preventing or dealing with a hazardous spill:

- Fire extinguisher
- Eyewash stations
- Masks approved by the National Institute for Occupational Safety and Health (NIOSH)
- Protective clothing (e.g., long sleeves, high neck, fluid-impervious fabric)
- Kitty litter, broom, and dustpan
- Protective nitrile gloves and glasses
- Bags in which to seal spilled materials and contaminated objects
- Well-ventilated areas for work (which allow the ventilation to be turned off if an accident occurs)

Infection Control Techniques

In the course of massage therapy treatment, some contamination of equipment, surfaces, instruments, and other devices occurs. The goal of any infection control program must be to maintain sanitation and to prevent cross-infection through aseptic technique.

ASEPTIC TECHNIQUE

The term *aseptic technique*, or *asepsis*, refers to procedures that break the circle of infection and ideally eliminate cross-contamination. With cross-contamination, a previously noncontaminated environment is exposed to harmful agents.

Several procedures are used to maintain asepsis and prevent cross-contamination:

- Barrier coverings are used on surfaces that cannot be sterilized.

- Exposed surfaces are cleaned and disinfected.
- Sterile disposable items are used whenever possible.
- All contaminated reusable items are cleaned and sterilized.
- Contaminated gloved hands are not allowed to touch protective eyewear, masks, or the hair.
- The hands are washed regularly throughout the day with an antimicrobial cleanser, such as before and after lunch and just before and immediately after the treatment of each client.
- A complete and comprehensive health history is obtained for every client.

Under OSHA standards, employees are allowed access to a client's health history information. This is especially important if an employee is exposed to *blood-borne pathogens* in the massage therapy office. Such information is maintained as part of a confidential medical record for employees. OSHA requires that these records be kept for all employees at risk for blood-borne pathogen transmission in an occupational setting.

All clients should be treated in the same manner, as potentially infected with HBV, HIV, or other blood-borne pathogens or as having an infectious disease. Consistent adherence to these standard precautions is a primary professional standard of care and reduces the guesswork of determining a client's infection status (Box 17-2). The following sections describe techniques that can be used to minimize contamination during treatment procedures.

PERSONAL PROTECTION

Personal protection involves two basic considerations: immunologic protection (i.e., immunization) and barrier protection.

Immunization

Immunization is the process by which resistance to an infectious disease is induced or augmented. The human body can produce immunity to particular diseases or conditions. When no natural immunity exists for a disease, immunization may be provided through certain vaccinations. There may be an individual preference to avoid immunizations. If this is the case, it is important to understand the process of immunization.

Immunization to prevent and control cross-infection is an important aspect of health care for massage therapy professionals, especially as massage has moved into the medical environment. The HBV vaccine, for example, is effective and widely available. However, several other diseases may pose a threat to the health and well-being of massage therapy personnel and clients.

The occupational risks for hepatitis B, measles, rubella, influenza, and certain other microbial infections can be minimized considerably by stimulation of artificial active immunity. Common childhood immunizations may be given for several diseases, including diphtheria, tetanus, pertussis, polio, and rubella. Other vaccinations help prevent rubella, mumps, and influenza. The tuberculin Mantoux test can determine whether an individual has been exposed to or has

BOX 17-2 Examples of Sanitation Requirements

- (a) Each massage establishment shall be maintained in accordance with applicable state and local sanitary or health code(s) and regulations.
- (b) All massage establishment fixed equipment shall be thoroughly cleaned on a routine basis and shall be rendered free from harmful organisms by the application of an accepted bactericidal agent.
- (c) Each massage establishment must maintain its facilities cleanliness, sanitation, and repair at all times.
- (d) Toilet facilities shall be kept clean and sanitary without offensive odor and in working order at all times. Restrooms shall not be used as storage rooms.
- (e) Each massage establishment shall provide hand washing facilities, including hot and cold running water, located near or adjacent to the toilet room or rooms. Hot air blowers or suitable holders for sanitary towels and dispensers for soap shall be provided, and be adequately supplied at all times.
- (f) All trash containers must be emptied daily and kept clean by washing or using plastic liners.
- (g) Disposable sheets, towels or protectors that cannot be disinfected will be disposed of in a waste receptacle immediately after use.
- (h) Furniture, equipment, or other fixtures shall be of a washable material and kept clean and in good repair. Electrical equipment shall be kept sanitary and safe at all times.
- (i) Cleansing agents shall be used on each client.
- (j) Oiled sheets are to be discarded. After a sheet has been used once, it shall be deposited in a partially closed receptacle, container, or basket, and shall not be used again until properly laundered and disinfected.
- (k) Used towels shall be laundered in chlorinated hot water by regular commercial laundering or by a noncommercial laundering process.
- (l) Oil must be kept in closed containers.
- (m) Each massage establishment must have adequate ventilation.

From §141.52 Sanitation Requirements for Massage Establishments, Texas, http://www.dshs.state.tx.us/massage/mt_rules.pdf (accessed June 2009).

tuberculosis. This test is important, because the incidence of tuberculosis, once thought to be almost nonexistent in North America, is increasing.

Although the topic of immunization can be somewhat controversial, it is an important consideration for massage therapists. Global interaction has led to increased exposure to infectious agents that were previously almost eradicated in many countries. A generation of people may not be immunized completely and are now susceptible to once-controlled diseases such as polio. The decision about whether to receive immunizations is a personal matter, but it does need to be made from an informed position.

Barrier Protection

Although vaccines are effective at minimizing the transmission of certain infections, they are not sufficient protection against the wide variety of potential pathogens encountered during client interaction in the business office or while receiving massage. Physical barriers are a fundamental component of an infection control program. Gloves, gowns, and disposable linens or sanitized linens are examples of barrier protection.



SELF-REFLECTION

What would I do if exposed to a contagious disease? How do I feel about being immunized against various conditions? What would I do if I was working with an individual with a condition such as hepatitis? How do I respond to this statement?

We are no longer a relatively isolated population. Global interaction has led to increased exposure to infectious agents that were almost eradicated in many developed countries. A generation of people has not been immunized completely and is now susceptible to once rare and controlled diseases, such as polio.

Disposables

Disposable items are manufactured and identified for single use only. Disposables are becoming more widely available as manufacturers, distributors, and office personnel recognize their usefulness. There is a conflict in using disposables and maintaining an environmentally sound business practice. Multiple-use products that can be sanitized in an acceptable manner need to be carefully considered even though the cleaning process may require more work. Linens are the primary example. When disposables such as paper cups are used, buy the most environmentally friendly products possible and recycle responsibly.

EDUCATING CLIENTS ABOUT INFECTION CONTROL PROGRAMS

Effective infection control must become a routine component of professional activity. The use of standard precautions in the treatment of all clients greatly minimizes occupational exposure to microbial pathogens, because it addresses the reality that most potentially infectious individuals are asymptomatic and therefore undiagnosed.

Procedures aimed at preventing the spread of infectious disease are constantly evaluated by the profession and by consumer agencies. The best course of action is to educate

the staff and clients about the importance of safe practice and the use of standard precautions for all clients. Massage therapists should be willing to freely discuss infection control with clients, using valid data. The two best ways to avoid potential litigation and OSHA inspections are prevention and good documentation. It is important for massage therapy professionals to keep up with developments and incorporate new technology into their practices as it becomes available.

INFECTIOUS WASTE DISPOSAL IN THE MASSAGE THERAPY OFFICE

According to OSHA, *infectious waste* means blood and blood products, contaminated sharps, pathologic wastes, and microbiologic wastes. All infectious waste destined for disposal should be placed in closable, leak-proof containers or bags that are color coded or labeled appropriately.

Warning labels should be affixed to containers of infectious waste, to refrigerators and freezers containing blood, to other containers used to store or transport blood or other potentially infectious materials, and to any potentially infectious materials. The labels required by OSHA should be used in the office. These labels should be fluorescent orange or orange-red or predominantly so and should have lettering or symbols in a contrasting color.



LEARNING ACTIVITY

Develop a checklist for evaluating the sanitation of a location based on the information in this chapter. Choose an environment such as the student clinic at school, a classroom, or a government office building, and use the checklist to do an inspection. If violations are identified, develop corrective action plans to support improvement.

All infectious material should be disposed of in accordance with federal, state, and local regulations. A medical waste tracking form is completed for medical waste disposal, and a shipment log is used to verify the mode of transport and other relevant information.

WORKPLACE SAFETY

For any individual to perform well and work productively, a relaxed, congenial work environment must ensure physical safety and help to maintain mental balance. Workplace safety is emerging as one of the key risk management and regulatory compliance focus areas. Because therapeutic massage

promotes a sense of safety, relaxation, comfort, and support, it is necessary to make sure that the environment provides these elements. For example, burning candles can be relaxing, but the danger of a fire or of someone being burned and exposure to the chemical scent are health and safety hazards. Burning candles in the massage environment is not worth the risk. Any type of throw rug in the environment can be a tripping hazard even if it is part of a beautiful decorating scheme. Plants in the environment are beautiful and can positively affect air quality, but some are very poisonous, and people may be allergic to the pollen. Ensuring the safety of the massage environment requires regular assessment of potential hazards. Consider what could possibly happen, and then do what you can to eliminate or reduce the risk.

Workplace safety is a category of management responsibility in most places of employment. It includes the health and safety of any individuals in that environment. Different businesses may have different types of physical hazards, but none is entirely injury proof. Maintaining a safe environment in the massage therapy business involves attending to areas of parking and entrance to the office, the reception area, business office, all hallways, restrooms, and treatment rooms.

Identifying Health and Safety Hazards

A *hazard* is something that may cause harm or injury. A *risk* refers to the likelihood that a hazard will cause specific harm or injury to persons or may damage property. A health hazard is any agent, situation, or condition that can cause an occupational illness, also referred to as occupational hazards. A safety hazard is anything that may cause an injury. Safety hazards cause harm when workplace safety controls are not adequate. Health hazards include the following:

- Chemical substances such as cleaning supplies
- Biologic agents such as bacteria, viruses, dusts, and molds
- Physical agents or energy sources that are strong enough to harm the body, such as electric currents, heat, light, vibration, and noise
- Work design, also referred to as ergonomic hazards, that are associated with musculoskeletal injury
- Injuries or illnesses that may be caused by forceful exertions, constrained poor postures, and long-duration or continuous work
- Harassment, violence, or working alone

Safety hazards include the following:

- Slipping and tripping hazards, such as injury caused by electrical cords across floors
- Fire and explosion hazards
- Safety and stability of the massage table and other massage specific equipment
- Moving parts of machinery, tools, and equipment (i.e., pinch and nip points)

- Pressure and heat systems and other equipment (e.g., steam heat, hydrotherapy equipment)
- Lifting and other manual handling operations
- Materials falling from height, rolling, shifting, or caving-in
- Potential for violent action (e.g., working alone at night)

Safety Measures

Risk management is a process by which the management assesses the risks, determines the control measures, and takes appropriate measures or actions to reduce such risks. Risk assessment is an important activity to reduce risk in the workplace. Effective workplace safety and health programs and measures have reduced injuries and illnesses in the workplace.

An effective policy that adheres to effective workplace safety must satisfy the following criteria:

- Working in a safe and healthy way is a condition of employment.
- Safety and health is everyone's responsibility; employers and employees are both accountable.
- Safety is given as much importance as productivity, quality, or cost control.
- All hazards are identified and controlled.
- Safety and health education needs to be consistent and ongoing.
- All accidents and near accidents are reported and investigated.

Several areas need to be addressed to ensure health and safety in the workplace (Boxes 17-3 and 17-4):

- Emergency action plan is reviewed and revised periodically.
- Emergency escape procedures and routes have been developed and communicated to all.
- An alarm emergency warning system is recognizable and perceptible above ambient conditions and is properly maintained and tested regularly.
- All workers know their responsibilities for reporting emergencies, responding to emergency warnings, performing rescue, and providing first aid.
- All work areas are clean and orderly.
- Walking surfaces are dry or slip-resistant.
- Spilled materials or liquids are cleaned up immediately.
- Combustible scrap, debris, and other wastes are safely contained and removed promptly.
- The appropriate number of toilets and washing facilities are provided, and toilets and washing facilities are sanitary.
- Areas are adequately lighted.
- All exits are marked with an exit sign and illuminated by a reliable light source if used in darkness.
- Directions to exits are marked with visible signs if the exits are not immediately apparent.

- Doors, passageways, or stairways that are neither exits nor access to exits and that could be mistaken for exits are marked NOT AN EXIT, TO BASEMENT, STOREROOM, or otherwise clearly designated.
- Exit signs are provided with the word EXIT in lettering at least 6 inches high, and the lettering is at least 0.75-inch wide.
- Exit doors are side-hinged.
- All exits are kept free of obstructions and unlocked.
- There are sufficient exits to permit prompt escape in emergencies.
- The number of exits from each floor of a building and the number of exits from the building itself are appropriate for the building occupancy load.
- When workers must exit through glass doors or storm doors, the doors are fully tempered and meet the safety requirements for human impact.
- There is a written fire prevention plan that describes the types of fire protection equipment and systems that are available and established practices and procedures to control potential fire hazards and ignition sources.
- The workplace has a fire alarm system that is tested at least annually.
- Metal guards protect sprinkler heads where they could be physically damaged, and proper clearance is maintained below the sprinkler heads.
- Portable fire extinguishers are provided in adequate numbers and type, mounted in readily accessible locations, recharged regularly, and have dates noted on the inspection tags, and individuals are trained to use the fire extinguisher.
- Workers are trained and rehearsed on how to immediately evacuate the building in a fire emergency. They are familiar with the emergency rescue plan of the building, are able to recognize the fire alarms installed in the building, know to crawl (*not* walk) to find ways to escape, avoid elevators completely, and stay calm.
- All equipment is maintained in safe working order through inspection and preventative maintenance programs.
- Workers are trained to switch off equipment at the power point before pulling out the plug and to not overload circuits and fuses by using too many appliances from the one power point.
- Electrical cords are kept off the floor to reduce the risk of damage from drag or contact with sharp objects. A damaged electrical cord can cause a fatal electric shock.
- All equipment is used according to the instruction booklets.
- Management employs only licensed electrical workers to perform electrical work. This includes new electrical installations and alterations and repairs to existing installations. An unqualified person should not be employed to undertake electrical work.
- Supplies are stored so that they do not create a hazard or block lights, fire extinguishers, sprinklers, aisles, exits, or electrical control panels.

BOX 17-3 Example of Office Safety Guidelines**TEN PRINCIPLES OF SAFETY**

The following 10 points sum up how a Captial Projects Office feels about safety and forms the policies to ensure safe workplaces.

1. We believe that preventing all injuries and occupational illnesses is a realistic goal and not just a theory.
2. We are all directly responsible for preventing injuries and illness with each level accountable to the one above and responsible for the level below.
3. Safety is as important as production, quality, and cost control.
4. Safety awareness does not come naturally. Management must establish procedures and safety performance standards for each job or function.
5. We must audit performance in the work place to assess the effectiveness of facilities and programs and to detect areas for improvement.
6. All deficiencies must be corrected promptly, such as bettering employees' training and disciplining constructively and consistently.
7. It is essential to investigate all unsafe practices and incidents with injury potential, as well as injuries.
8. Serious illnesses and injuries involve tremendous cost directly or indirectly.
9. Safety off the job is just as important as safety on the job. (See related information on home safety.)
10. People are the most critical element in the success of a safety and health program. Management responsibilities must be complemented by individuals' suggestions and their active involvement in keeping work places clean.

Keeping our workplace clean and neat is a big contribution that everyone can make toward creating a safe workplace.

Housekeeping not only improves the appearance of a workplace, it also helps prevent injuries. A tidy work environment helps to make our work go faster and more efficiently. Seven steps are the keys to good housekeeping:

1. Remove all unnecessary items.
2. Arrange necessary items properly so that they can easily be picked up for use.
3. Clean your workplace periodically to ensure cleanliness.
4. Maintain a high standard of housekeeping and workplace organization at all times.
5. Ensure ample room.
6. Maintain a minimum space of 3 feet wide wherever people need to walk.
7. Keep perishable goods in proper storage conditions.

CREATING A SAFE WORKPLACE

Remember the following four points. They summarize nearly all you need to know to play your part in creating a safe workplace.

1. Removing the causes of accidents is the first step in preventing them. Our workplaces should be made hazard free and accident proof.
2. Unsafe actions by staff members cause the largest number of office injuries. Staff members can prevent accidents by changing their behavior.
3. Slips, trips, and falls cause most of the serious injuries in offices. Hazards that might cause falls should not be allowed to exist.
4. Fingers and hands suffer the most frequent office injuries, which occur while employees are handling everyday materials such as paper. Employees should take special care to avoid injury to their hands.

POTENTIAL HAZARDS

If you see any of these common office hazards, take action to solve the problem.

Furniture

Protruding keys left in a file cabinet lock: A passer-by may bump into them and get a painful poke. Remove keys after using a filing cabinet.

Jaws drawers: Filing cabinet and desk drawers are known to "bite" fingers. Avoid being bitten by drawers by using the handles.

Open drawers: There is always someone who has a fatal attraction for open drawers and will bump into them when you least expect it, and opening several file drawers at a time can tip over a cabinet. Keep drawers closed when not in use. Open only one file drawer at a time.

Obstacle courses: When furniture is badly arranged, it can form an obstacle course for people trying to move about the office. Arrange furniture to allow people to move around freely and easily.

Passageways and Storage

Blockages: Large objects or groups of people standing around blocking doorways and passageways increase the likelihood of bumps and knocks, because vision is blocked and space is tight. Keep doorways and passageways clear at all times, especially emergency exits. Make sure that any area where people walk is at least 3 feet wide. *Do not* place objects close to fire extinguishers, fire hydrants, and fire alarms.

Climbing: Reaching for high objects while standing on a stack of boxes or a chair with wheels is dangerous. Always use a suitable ladder or step stool.

Heavy objects: These objects are dangerous if they fall. Store heavy objects near floor level.

Toxic chemicals: Do not store toxic chemicals in or near the office.

Swing doors and corners: You cannot guess when someone may be approaching the other side of a closed door or around a corner.

Do not open doors suddenly. When working behind a closed door, lock it. Approach corners and doors cautiously.

Running: This should be strictly a lunchtime or after-work activity for keeping fit. It has no place in an office, where it can cause close encounters of an embarrassing or even painful kind. Walk; do not run. Better to arrive late than without your two front teeth!

BOX 17-3 Example of Office Safety Guidelines—cont'd**Floors**

Extension cords and other wires snaking loosely across the floor: These items can cause injury but and the abrupt shutting down of electrical equipment such as computers. (You will not be happy if you did not save your document!) Clamp electric wires securely to the floor.

Litter: Small items left lying on the floor have caused some dreadful accidents. Although somebody slipping on a banana peel may be funny in a comedy film, tripping on a pencil in the office may not seem so humorous. Food dropped on the floor is unhygienic as well as hazardous, and it should be disposed of in kitchen area garbage cans only. Anything dropped on the floor should be removed immediately.

Work Methods and Tools

Using the wrong tools: Fingers are not suitable tools for jobs such as removing staples. Use the right tools for the job.

Not using safety glasses: Eyesight is precious. Always wear safety glasses when working with hand tools.

Sharp and pointed objects: Even paper has sharp edges, as many office workers know to their cost. Scissors, knives, pencils, letter openers, and paper cutters are common sharp objects in the office. Use and store sharp objects carefully. Sheath them before storing in a drawer. Point them away from you on your desk. Do not use razor blades as cutters.

Unreported injuries. Reporting injuries reduces the chances of the same injury happening to someone else in future. Report accidents to help make the office safer for others.

Kitchen Area

Clean up your spills: Dispose of food waste in the proper container.

Microwave oven: Cover food in the oven to prevent spattering. Do not put metal containers, paper objects or Styrofoam inside the oven. Keep all flammable objects clear of it.

Hot objects: Use a cloth or mittens to handle hot objects.

Kitchen area housekeeping: Do not stack glasses too high. Store knives and can openers in the right place. Wrap broken glass in paper labeled *broken glass* and place in the kitchen garbage can. All waste food must be thrown only in the kitchen garbage cans. Keep the floor dry to prevent slips.

Equipment and Tools

Using tools wrongly can be hazardous. It can be dangerous to use tools that are not properly maintained.

Offices use a lot of electrical equipment. When using it, we should watch out for any obvious signs that something is wrong, such as loose wires, faulty connections, excessive heat, smoke, or sparks.

Never tamper with any electrical equipment. If repair is needed, always seek help from the qualified personnel in our office services department.

Computers, printers, and other electrical equipment should be switched off at the socket.

Do not overload the socket outlet. If uncertain, check with your manager.

Use proper adapters for two-pin plugs.

Safety glasses are to be worn while using certain hand tools. Never fail to use them.

From Ron Fouty, Capital Projects Office (CPO), CPO Office Safety Guidelines, University of Washington (<http://www.cpo.washington.edu/Safety-Office-Guidelines.htm>).

- Stored items are stacked, blocked, or interlocked so that they are stable, secure, and will not collapse.
- Storage areas do not have tripping, fire, or explosion hazards.
- Hazardous materials are stored separately from other materials and identified with appropriate warning signs. Special care is taken with items that may be dangerous, such as liquids and toner.
- Materials and supplies are stored so that they are easy to find, get to, and put back.
- Heavy objects, such as boxes of documents, are placed on shelves low enough to be safe, although not so low that back strain occurs when lifting them.
- People use steps or a ladder to reach high objects, and never stand on chairs or stacked boxes.
- Do not allow top-heavy filing cabinets. Place heavier items in lower drawers, and do not pull out more than one filing drawer at a time.
- Do not put objects on top of high furniture.
- Objects such as boxes, cartons, bins, and furniture must not be left placed in areas where people are moving around.
- All floors are slip-resistant and are regularly cleaned to maintain a safe surface.
- Photocopiers are located in well-ventilated rooms or work areas and are properly maintained to reduce the hazards of emissions, heat, noise, and toner dust.
- Adequate ventilation is maintained throughout the office environment to provide fresh air.
- First-aid supplies are available in a clearly marked container that protects them from damage, deterioration, or contamination.
- Workers are trained in basic first aid procedures.
- Emergency numbers with the address of the business location are clearly posted near all phones.

BOX 17-4 Sample List for Monitoring Office Safety**OFFICE FURNITURE AND EQUIPMENT**

- Office lighting adequate
- Aisles well lit
- Walkways and stairways well lighted
- Storage areas well lighted
- Lighting fixtures intact
- Ventilation
- All work spaces ventilated through supply air outlets or operable windows
- Photocopy machines located in ventilated spaces or large open areas
- Adequate wall and telephone outlets
- Desks and file drawers not opened into aisles or walkways
- Desk and file drawers not left open
- File cabinets: heavy items in bottom drawers
- No more than one file drawer opened at any time
- File cabinets and shelving units bolted together or to the floor or wall
- Faulty or broken desks, chairs, or other office equipment not in use
- Only authorized persons permitted to operate office equipment
- Maintenance and repairs done by designated, trained personnel

WALKWAYS

- Aisle widths adequate for two-way traffic and unobstructed
- No tripping hazards in aisles
- Floors kept clear of pencils, bottles, and other loose objects
- Floors even and slip resistant
- Carpeting not torn, badly worn, or with curled edges
- No throw rugs or other tripping hazards
- Posted cautions signs for doors that open onto stairways

- Stairways provided with suitable handrails, and free of worn stair treads
- Running on stairs, corridors, or elsewhere is prohibited

ELECTRICAL EQUIPMENT

- All electric fans protected with guards of not over half-inch mesh
- Worn electrical cords or plugs and loose outlet plates or connections absent
- Exposed metal parts of electrical office machines or appliances electrically grounded
- Light fixtures or fixture parts securely hung
- Extension cords not run over radiators, by steam pipes, through doorways, under rugs, or across walkways

MISCELLANEOUS

- No smoking in the workplace
- Windows easy to open
- Stable ladders readily available for reaching materials on high shelves and kept in safe, serviceable condition
- Materials not stacked to unstable heights
- Heavy materials stored at waist height or lower; all materials stored safely and without crowding on shelves
- No materials hanging over edges of shelves
- Employees instructed in safe lifting procedures
- Only nontoxic cleaning materials used
- Fire and emergency evacuation plans posted in appropriate areas
- Employees aware of nearest emergency exit
- Employees know the fire and ambulance phone numbers

**SELF-REFLECTION**

Am I aware of potential safety hazards, and do I ignore them? Do I regularly do safety inspections in my work and living environment? How does my school measure up to safety requirements and infection control? What can I do to be safer in my surroundings?

Workplace Violence

Massage therapy is based on safe, respectful, compassionate, professional human touch and interaction. Workplace violence is absolutely contrary to the principles of massage ethics, but as massage moves into a broader public arena, the massage professional is more likely to encounter individuals who do not live by the same standards of behavior. No textbook on the professional practice of massage therapy can ignore this subject.

Workplace violence can be any act of physical violence, threat of physical violence, harassment, intimidation, or other threatening, disruptive behavior that occurs at the

worksite. Workplace violence can affect or involve employees and others (e.g., clients) in the environment.

Several events in the work environment can trigger workplace violence. It may even be the result of non-work-related situations such as domestic violence or road rage that has carried over into the workplace. Workplace violence can be inflicted by an abusive employee, a manager, supervisor, coworker, client, family member, or stranger. Whatever the cause or whoever the perpetrator, workplace violence cannot be accepted or tolerated.

There is no sure way to predict human behavior, and although there may be warning signs, there is no specific profile of a potentially dangerous individual. The best prevention comes from identifying any problems early and dealing with them (Fig. 17-2). The following are warning indicators of potential workplace violence:

- Intimidating, harassing, bullying, belligerent, or other inappropriate and aggressive behavior
- Numerous conflicts with customers or clients, coworkers, or supervisors

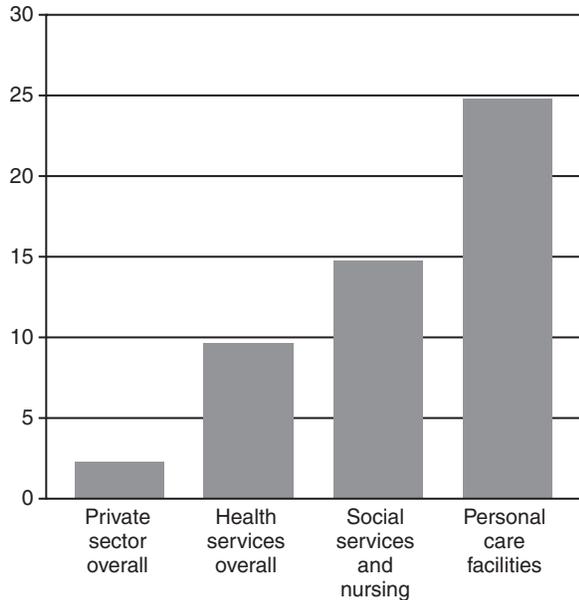


FIGURE 17-2. Incidence rates for nonfatal assaults and violent acts by industry in 2000. (From U.S. Department of Labor, Bureau of Labor Statistics. *Survey of Occupational Injuries and Illnesses, 2000*. Washington, DC, U.S. Department of Labor, 2001.)

- Bringing a weapon to the workplace (unless necessary for the job), making inappropriate references to guns, or making idle threats about using a weapon to harm someone
- Statements showing fascination with incidents of workplace violence, statements indicating approval of the use of violence to resolve a problem, or statements indicating identification with perpetrators of workplace homicides
- Statements indicating desperation (over family, financial, and other personal problems) to the point of contemplating suicide
- Direct or veiled threats of harm
- Substance abuse
- Extreme changes in normal behaviors

After you have noticed any signs of these indicators, you should take the following steps:

- If you are a coworker, you should notify management immediately about your observations.
- If it is a customer or client, notify management immediately.
- If you are management (business owner), you should evaluate the situation by considering what may be causing the employee’s problems and investigating the situation.
- If it is your supervisor, notify that person’s manager.
- If it is the owner or manager, there will be no avenues to pursue within the business, making this a very difficult situation. Possible avenues include a group intervention with the owner or notifying one of the owner’s trusted peers. However, be aware of spreading rumors that are unfounded.

It is important to respond appropriately; do not overreact, but do not ignore a situation. Sometimes, the correct approach may be difficult to determine. Managers should discuss the situation with an expert resource to get help in determining how best to handle the situation.

Unacceptable behavior includes the following:

- Excessive noise
- Malicious allegations
- Offensive gestures
- General verbal abuse
- Racial and sexual abuse
- Drug and alcohol abuse
- Damage
- Theft
- Threats
- Violence

ADMINISTRATIVE AND WORK PRACTICE CONTROLS

Guidelines and procedures should be established to prevent violence in the workplace (Box 17-5):

- State clearly to clients and employees that violence is not permitted or tolerated.
- Establish a liaison with local police and state prosecutors, and report all incidents of violence. Provide physical layouts of facilities to expedite investigations.
- Require employees to report all assaults or threats. Keep logbooks and reports of such incidents.
- Advise and assist assaulted employees requesting police assistance.
- Institute a sign-in procedure for everyone, with additional passes for visitors.
- Prohibit employees from working alone.
- Discourage employees from wearing necklaces to prevent possible strangulation.
- Provide staff with identification badges.

BOX 17-5	Risks for Workplace Assault
<ul style="list-style-type: none"> ■ Poorly lit parking areas ■ Exchange of money ■ Delivery of passengers, goods, or services ■ Having a mobile workplace ■ Working with unstable or volatile persons ■ Working alone or in small numbers ■ Working late at night or during early-morning hours ■ Working in high-crime areas ■ Guarding valuable property or possessions ■ Working in community-based settings ■ Lack of training to deal with assault 	

From National Institutes for Occupational Safety and Health (NIOSH), Current Intelligence Bulletin 57, DHHS (NIOSH) Publication No. 96-100, Violence in the Workplace, Risk Factors, and Prevention Strategies, 1996. <http://www.cdc.gov/niosh/violrisk.html>.

- Provide staff members with security escorts to parking areas.
- Use the buddy system, especially when personal safety may be threatened.
- Invite local police to visit and make recommendations for a safer workplace.

WHEN VIOLENCE OCCURS

After a violent incident, individuals experience three stages of crisis reactions to some degree:

Stage One: Emotional reactions are characterized by shock, disbelief, denial, or numbness. Also common is a fight-or-flight survival reaction, in which the heart rate increases, perceptual senses become heightened or distorted, and adrenaline levels increase to meet a real or perceived threat.

Stage Two: The impact stage involves a variety of intense emotions, including anger, rage, fear, terror, grief, sorrow, confusion, helplessness, guilt, depression, and withdrawal. This stage may last a few days, a few weeks, or a few months.

Stage Three: In the reconciliation stage, victims attempt to make sense of the event, understand its impact, and through trial and error, reach closure. This stage may be a long-term process.

Although it is difficult to predict how an incident will affect a given individual, several factors influence the intensity of trauma. These factors include the duration of the event, the amount of terror or horror the victim experienced, the sense of personal control (or lack thereof) the individual had during the incident, and the amount of injury or loss the victim experienced (e.g., loss of property, self-esteem, physical well-being). Other variables include the person's previous victimization experiences, recent losses (e.g., death of a family member), and other intense stresses (see Box 17-5).

SEXUAL HARASSMENT

Sexual harassment is a form of sex discrimination that violates Title VII of the Civil Rights Act of 1964 (<http://www.eeoc.gov/policy/vii.html>). Sexual harassment is any unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature. According to the federal Equal Employment Opportunity Commission (EEOC) guidelines, sexual harassment is defined as "unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature" when the following occurs:

- Submission to such conduct is made explicitly or implicitly a term or condition of employment.
- Submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting that individual.

- Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment.

Sexual harassment can include the following:

- Verbal abuse (e.g., propositions, lewd comments, sexual insults)
- Visual abuse (e.g., leering or display of pornographic material designed to embarrass or intimidate an employee)
- Physical abuse (e.g., touching, pinching, cornering)
- Rape

Prevention

Prevention is the best tool to eliminate sexual harassment in the workplace. Employers are encouraged to take steps necessary to prevent sexual harassment from occurring. They should clearly communicate to employees, customers, clients, and anyone who enters the environment that sexual harassment is not tolerated. They can do so by prominent, highly visible posting of the business policy against sexual harassment, establishing an effective complaint or grievance process, and taking immediate and appropriate action when an employee complains.

Vulnerability to Sexual Harassment

Massage therapists may be the victim of sexual harassment by clients because there still exists confusion about the nature of touch in our society. Other health professionals also experience sexual harassment. Nurses, for example, often must deal with inappropriate behavior by patients. If sexual harassment occurs, do the following:

- Say *stop* immediately.
- Document the incident.
- Get witnesses' support.
- Directly inform the harasser that the conduct is unwelcome and must stop. Make a report using any employer complaint mechanism or grievance system available.
- Object! Make it clear to the harasser that his or her behavior is unwelcome. You may prefer to object verbally in the beginning, but if the harassment continues, object in writing, and keep a copy of the letter. Be specific about what behavior you find objectionable.
- Keep a log or diary of incidents, including the date, time, place, behavior, what was said, and names of witnesses. Keep the log in a safe place at home, not at work.
- Do not suffer in silence! The harasser is counting on you to keep it a secret.
- Do not blame yourself. Do not assume that you are doing something to provoke the harassment. Sexual harassment usually is about power rather than sex.

- Talk to friends and family. Let people who care about you offer their support.
- Talk to coworkers. Because harassers tend to be repeaters, you may learn of other victims of the same harasser. Your coworkers may provide support and some protection and, if alerted, may be able to corroborate incidents of harassment.

Take formal action and insist that the proposed “solution” does not adversely affect you. For example, the employer may propose transferring you away from the harasser. If the new job is in an inconvenient location or would adversely affect your seniority rights or promotional opportunities, you are within your rights to insist that the harasser—not you—be inconvenienced.

Because litigation can be expensive, time consuming, and traumatic for the sexual harassment victim, every effort should be made to deal with the problem at the workplace. If the problem cannot be so resolved, do the following:

- File a complaint with the state Fair Employment Practices (FEP) Agency or the federal EEOC. When investigating allegations of sexual harassment, EEOC looks at the whole record: the circumstances, such as the nature of the sexual advances, and the context in which the alleged incidents occurred. A determination on the allegations is made from the facts on a case-by-case basis (see Good Stuff from the Government section near the end of this chapter).
- Consult an attorney experienced in sexual harassment cases.
- If the harasser’s behavior included assault and battery or rape, file criminal charges with the police.

The number of sexual harassment incidents in the massage business setting can be decreased by the following measures:

- Draft, publicize, and proximately post an anti-sexual harassment policy. The zero tolerance policy should be posted at the reception desk and in all treatment rooms.
- Implement a procedure for employees to follow if they feel they have been the victim of sexual harassment.
- Conduct organization-wide sexual harassment prevention training.
- Have all clients sign an agreement to be in compliance with the business zero tolerance policy to sexual harassment.

Important facts about sexual harassment include the following:

- The victim and the harasser may be a woman or a man. The victim does not have to be of the opposite sex.
- The harasser can be the victim’s supervisor, an agent of the employer, a supervisor in another area, a coworker, or a client.
- The victim does not have to be the person harassed but may be anyone affected by the offensive conduct.
- The harasser’s conduct must be unwelcome.

- Sexual harassment can occur off business premises if the activity is related to employment (e.g., company picnic, dinner).

Fraudulent Accusations of Sexual Harassment

The rights of sexual harassment victims are clear and protected. The rights of those accused of sexual harassment are less well defined. After millions of dollars in lawsuits filed by victims over the past 10 years, it is much less risky for employers to quickly err on the side of the accuser, even if this means that there is an increased risk of someone being accused unjustly.

There are many reasons why someone may make false accusations. For most, it is the potential for a monetary settlement. False accusations also occur as a form of retribution. For example, a female client attempts to engage a male massage therapist in a personal relationship but is told that it is not possible. The female client may then attempt to get back at him by claiming misconduct on the part of the massage therapist. A female massage therapist may be envious of the retention business success of another female massage therapist working in the same location. One way to remove the more successful massage therapist is through allegations of sexual harassment. Although it is not common for someone to falsely accuse another of this type of behavior, it does occur, and it most often is directed against men. Male massage therapists must be extremely cautious about their behavior and continuously assess their actions to prevent career-ending allegations.

Individuals accused of sexual harassment have privacy rights that prohibit other persons from divulging information concerning the complaint, except as part of the sexual harassment complaint resolution process. The accused is informed of the allegations, the identity of the complainant, and the facts surrounding the allegation. Individuals accused of sexual harassment have due process rights that prohibit such individuals from being disciplined without adequate notice and an opportunity to be heard.

The U.S. Equal Employment Opportunity Commission receives more than 12,000 sexual harassment charges per year. One half of them may be settled for “no reasonable cause.” A percentage of those settle because it is emotionally, physically, and financially draining to sustain a legal action to prove innocence.

If unjustly accused, you need to get an attorney, and make sure the attorney contacts everyone who currently works or has worked with you to establish a pattern that you are not in the habit of sexually harassing anyone. If a client accuses you of sexual misconduct, the same process applies. The attorney should also investigate the accuser to see if he or she has a history of suing and may be able to find prior lawsuits filed by the accuser.

Do not speak to the accuser at all—not by phone, e-mail, or with any other contact whatsoever. *Absolutely do not talk* about the accuser or the sexual harassment incident with anyone unless it is your attorney or a government agency representative who is investigating the alleged incident.

It is difficult to prove sexual harassment if there is no proof, because it is his or her word against yours. This is why actual victims of sexual harassment have such a difficult time receiving help and why the laws and rules are more favorable for the victim. If, however, there is any prior conduct with others or if you have been accused before, this history can be considered as proof of a pattern of sexual harassment behavior.

You must protect yourself from accusations that are unfounded, and you must constantly be aware of how your conduct can be interpreted as sexual harassment. It is advantageous to take sexual harassment training courses to learn how to prevent sexual harassment behavior. Document that you have taken these classes. Most importantly, always be professional, and think before speaking or acting. Do not put yourself in situations in which you could be accused.

SPECIFICALLY FOR MALE MASSAGE THERAPISTS

Men must be more careful than women. Although this is unjust, it is the reality. For example, a male massage therapist should never go to the home of a female client alone; never work alone in the office with a female client; never lock the door of the treatment room while giving a massage; always have another female (e.g., another massage therapist or receptionist) in the office within hearing range; never work on the breast area of a female client (even if the work is justified for scar tissue management); never massage into the upper thigh region of a female client (always refer female clients to female massage therapist for this type of work); always meet female coworkers or employees only in a public area; and never invite female clients, coworkers, or employees to his home if he is alone.

Men must be careful about how they treat female coworkers and clients. Do not call them “honey,” “babe,” or other offensive terms of endearment. Do not make sexist comments, even if kidding. Do not allow anyone else to speak this way. No massage professional should allow anyone to hang sexist and offensive jokes, comics, cartoons, calendars, or anything else that depicts anything sexual in nature.

Install a window with blinds in a private office or treatment room, and never have the blinds closed when you are alone in your office or massage area with a female. Never lock the door. Inform the client that the blinds will be closed while they prepare to get on the massage table and then they will be opened. The door remains unlocked for their protection and yours to make sure nothing inappropriate

occurs. Assure the client that meticulous draping procedures will provide privacy.

APPROPRIATE BEHAVIOR FOR ALL MASSAGE THERAPISTS

Always inform new clients that sexualizing the massage in any way by the client or the massage therapist is inappropriate. Inform the client of reporting procedures if she or he feels that the massage therapist behaved inappropriately. Inform the client that you will end the session immediately if you consider any behavior to be inappropriate. You will leave the massage session and report the behavior immediately to your supervisor. Taking this sort of action is more difficult if you are self-employed, and one of the advantages of working with others is protection in these instances. It may be advantageous for the receptionist or some other individual other than the massage therapist to discuss all office policies with new clients and coworkers to indicate that there is unified agreement about what constitutes appropriate and inappropriate behavior.

Be aware of behavior that others may consider offensive, even if you do not. Before acting or speaking, ask yourself the following questions:

- Would I do or say this if I knew it was going to be shown on T V?
- Am I stepping on this individual’s personal boundaries?
- Would I want anyone to say or do this to my parent, spouse, or child?
- In what ways may this behavior or conversation be misinterpreted?



LEARNING ACTIVITY

Develop a checklist of appropriate and inappropriate professional behavior based on this section in the chapter. Use the checklist to assess your professional behavior. Develop a corrective action plan based on the results. (Do not think that you have no areas that need improvement. No one is perfect. We can all do better. Return to the list, and be more honest with yourself.)

ACCIDENTS HAPPEN, BUT BE CAREFUL

If an incident occurs and there may be a misunderstanding about the intent of the action, immediately acknowledge the error (e.g., slipped draping, unfortunate comment), apologize, and inform the client that you are required to document and report all accidents of this type to management.

If you are the management, the documentation should be placed in the client's file. This will let someone who is looking to falsely accuse know that the incident was already reported to the proper personnel. It is unfortunate that we have to be so cautious, but litigation is common, and it is important that you protect yourself.

Be careful but not fearful. A confident demeanor combined with professional etiquette will prevent most misunderstandings and provide communication channels to resolve unfortunate and unintentional issues. Remember that there is no excuse for unprofessional behavior. Your actions affect the entire massage therapy profession.

 During a massage for one of your clients, the fire alarm in the facility went off. The building was evacuated. There was no injuries or damage. Using the practice management software, document this event in your client's record.

SUMMARY

Understanding the key terms in this chapter is important for the safety of you and your clients. The sanitary procedures that you follow on a daily basis can protect you and your clients from transmittal of many diseases. Understanding the OSHA concepts and keeping in compliance with them can assist you with these tasks.

The first step in safe practice is obtaining detailed health information from the client and then implementing the necessary protocols and barriers. Compliance with the safety protocols should be followed in regard to infection control techniques. The most important sanitation protocols for the massage therapist are to follow hand-washing techniques to the fullest every time and to follow standard precautionary measures when doing massage. In the office, standard precautionary measures, rules about health hazards, and safety guidelines must be followed in the reception area, hallways,

restrooms, and parking lot. Make sure emergency exits are clearly defined and evacuation plans are posted. Keep fire extinguishers fully charged.

Harassment and violence in the massage environment can be minimized or prevented. Massage therapists should take classes about harassment and violence in the work area. A zero tolerance policy should be posted at the reception desk. If inappropriate behaviors happen, immediately report the incident, and follow the massage policy protocols.

Bibliography

- Centers for Disease Control and Prevention (CDC): Guidelines for infection control in massage therapy health-care settings. *MMWR Morb Mortal Wkly Rep* 52(RR-17), 2003.
- Molinari JA: Infection control: its evolution to the current standard (formerly universal) precautions, *J Am Dent Assoc* 134(5):569–574, 2003.
- Occupational Safety and Health Administration (OSHA): State plans. Available at <http://www.osha.gov/fso/osp/index.html> (accessed June 2009).
- Tommey AM: *Guide to Nursing Management and Leadership*, ed 8, St. Louis, Mosby, 2008.

Evolve Annotated Web Links

<http://evolve.elsevier.com/Fritz/business>

Find all links from this chapter plus additional information on the Evolve Web site.

Centers for Disease Control and prevention (CDC): Home page (<http://www.cdc.gov/niosh/homepage.html>)

Occupational Safety and Health Administration (OSHA): Home page (<http://www.osha.gov>)

U.S. Equal Employment Opportunity Commission (EEOC): Home page (<http://www.eeoc.gov/>)

Workbook

1. Explain why it is important that each member of the massage therapy team understand the concepts of infection control.

2. Identify common barriers and explain their use.

3. Explain the term *standard* (formerly universal) *precautions*.

4. Describe the role of each in infection control.

5. Using the sample provided for an employee, complete an accident report for the following situation. The massage therapist, Ray F. Thompson, experienced exposure to saliva and digestive fluids when Mr. Frank Oliver was receiving a massage and suddenly vomited. The massage therapist's address is 4001 Kinect Drive, Cutlerville, MI 49545, SS# 000-00-2111, date of birth 4/17/1981. The accident occurred at XYZ spa and golf resort. The massage therapist physician, Gerry Murphy, MD, was contacted for follow-up, but no hospitalization was necessary.

SAMPLE ACCIDENT REPORT

Employee(s) name(s): _____

Time and date of accident/incident: _____

Job title(s) and department(s): _____

Supervisor/leader name: _____

Witnesses: _____

Brief description of the accident or incident: _____

Indicate body part affected: _____

Did the injured employee(s) see a doctor? () Yes () No

If yes, did you file an employer's portion of a worker's compensation form? () Yes () No

Did the injured employee(s) go home during his or her work shift? () Yes () No

If yes, list the date and time injured employee(s) left job(s): _____

Supervisor's Comments:

What could have been done to prevent this accident/incident? _____

Have the unsafe conditions been corrected? () Yes () No

If yes, what has been done? _____

If no, what needs to be done?

Employer or Supervisor's Signature: _____

Date: _____

Additional comments/notes: _____

6. Review various office situations and identify incidents that might require special attention to prevent the transmission of disease-causing organisms from the massage treatment room or business office.

7. Develop a complete safety plan.

8. Develop a plan of tolerance assessment and workplace violence policy.
