



Congratulations



How exciting! You've won the role. You are now the co-star of this wonderful production called The Practice of Chiropractic. You are a Chiropractic Angel. You have the opportunity to star in a show that touches the lives of hundreds of people, your audience, on a daily basis, that offers them hope and encouragement, and creates for them that 'little piece of heaven' every time they come to see you.

What Joy! What fun! What a wonderful opportunity to be involved in something that really allows you to make a difference in the lives of others.

You have won this role of Chiropractic Angel because of your apparent STAR talents and qualities. Your directors obviously think so, because they chose you out of all the applicants, all the hopefuls who auditioned along with you for this role.

For most new CAs becoming a STAR may be a daunting thought. After all, when you applied for the job, you may have thought you were just going to be a receptionist in a chiropractic office. However, being a Chiropractic Angel is quite different from any other job you have worked in. We liken it to being an actor under the spotlight on centre stage in front of an audience.

We are sure you have seen many actors who have changed their accents and learned new skills, so they become more like the character they are playing. Sometimes they need to put on weight or lose it, grow their beards or shave their heads to fit the role. Sometimes we hardly recognise them, so different are they on stage.

Fortunately, being a STAR CA doesn't require you to do anything as drastic as shaving your head or putting on weight. However, in order to really get into your role of a STAR CA, you may need to learn new skills. You need to have a good understanding and acceptance of the chiropractic philosophy. It is quite likely that you will have to learn a lot of lines so that you are more effective in helping your audience (another word for practice members) continue to function better in their lives. A STAR CA is also a willing servant to your patients.

The rewards of being a STAR CA far outweigh the challenges. Being a Chiropractic Assistant (angel) can be one of the most exciting adventures anyone will experience in their life. The position offers endless opportunities to enhance the lives of those who come to your clinic seeking your help, to support them in their search for optimal health.

Because every day you make an impact – you help your practice members think more highly of themselves, relate better to their families, be more productive in the workplace, be more responsible for their own wellbeing. As the first person the practice member sees and the person who creates the healing environment in the clinic, you are a conduit for transmitting the healing energy in your clinic and a catalyst for change. You are an important part of your healing team – you are helping

to make a difference in people's lives, on a daily basis – you are helping to change the world.

The more effective and confident you are, the greater potential you have for maximising your ability to help people.

So before we get into the rehearsals, let's have a look at your role in THE Practice Of Chiropractic. Let's find out what a STAR CA is all about.

***Get the BIG IDEA and all else
will follow.***

- BJ Palmer -

On Becoming a STAR CA

What Makes a STAR CA

Being a STAR CA means that you are a confident and self – possessed professional, constantly demonstrating:

S

T

A

R

Becoming a STAR CA will not happen overnight, but then becoming excellent at anything takes time, usually a great deal of time, as well as focus and commitment and energy. You will never become a STAR without practice and rehearsals. When it is your turn on centre stage you want to know that you are capable of performing naturally and with great aplomb! Of course as a STAR you always perform at your maximum potential, you are seldom mediocre.

STAR CAs are super important in The Practice of Chiropractic. Listen to what Bill Esteb says about your role:

“ A new patient nervously dials the telephone number of your clinic. You answer. From that moment on YOU forever change that person’s life.

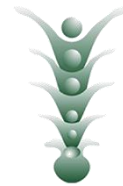
You are responsible for the patient’s first impression of the clinic and the last. You will probably spend more time with the patient than the doctor and eventually field as many or more questions from the patient than the doctor. Your understanding of chiropractic must be impeccable. Your communication skills must be superb. Your organisational skills have to be outstanding. Your sensitivity to patients and your environment must be well developed. Through your job, your knowledge, your attitude, your understanding, your health and your life you show patients the real benefits of chiropractic care”.



Saltash Chiropractic

Starter Pack

Contents



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- Company Benefits
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- Timesheets and Payroll

Clinic Assistant New Starter Information

Main Details

Full Name: _____

Clinic Location: _____

Date of Birth: _____

Home Address: _____

Email Address: _____

Home Contact Number: _____

Mobile Contact Number: _____

In Case of Emergency Contact

Name: _____

Contact Number: _____

Contact Address: _____

National Insurance Number: _____

Uniform

Gender: _____

Clothes Size: _____

Preferred Name on Name Badge: _____

Payroll Information

Do you have a P45 Yes/No? _____

Bank Name: _____

Bank Address: _____

Bank Account Name: _____

Account Number: _____

Sort Code: _____

Office Use Only

Employee Start Date _____

Employee Position: _____

Manager: _____

Hourly Rate/ Salary: _____

Sign: _____

Date: _____

- Uniform Ordered
- Name Badge Ordered
- Eligible to work in the UK
- Reference Obtained

HR Manager Signature: _____

Saltash Chiropractic Clinic

Induction checklist

NameDate of starting

Induction completed

(signature of New Starter)

(Signature of Current Employee)

.....

.....

	Carried out by	Date	Comments
Reception			
Received by			
Personnel documentation and checks completed – P45			
NI number			
Introduction to the company			
Who's who			
History			
What we Do			
Future plans and developments			
Terms and conditions of employment			
Written terms and conditions issued			
Contract of employment issued			
Hours, breaks, method of payment			
Holidays			

	Carried out by	Date	Comments
Clocking on/flexitime/reporting procedures			
Probationary period			
Period of notice			
Sickness provisions			
Pension provisions			
Maternity/paternity/parental leave provisions			
Equal opportunities policy and worker development			
Equal opportunities policy			
Child and Adult Safeguarding Policy			
Training needs and objectives			
Training provision			
Further education/training policies			
Performance appraisal			
Promotion avenues			
Policy/procedures to prevent bullying and harassment			
Worker/employer relations			
Grievance and disciplinary procedure			
Appeals procedure			
Organisation rules			
Smoking policy			

	Carried out by	Date	Comments
General behaviour/dress code			
Telephone calls/emails and use of the internet			
Break facilities			
Cloakroom/toilets/Staff Room			
Health and safety			
Risk assessment			
Preventative and protective measures			
Pregnant women and new mothers			
Emergency procedures			
Awareness of hazards – any particular to type of work			
Safety rules			
Emergency procedures			
Clear gangways, exits			
Location of exits			
Dangerous substances or processes			
Reporting of accidents			
First aid			
Personal hygiene			
Introduction to safety representative			

	Carried out by	Date	Comments
Welfare and worker benefits/facilities			
Uniform- supply, laundry, replacement			
Chiropractic Care			
The job			
Introduction to manager/supervisor			
Requirements of new job			
SCC Procedure Manual			
Patient Confidentiality Including social media			
Standards expected			
Co-workers			
Supervision and work performance appraisals			

Job Description

- **Job Title:** Chiropractic Assistant
- **Based:** Saltash Chiropractic Clinic
- **Line Manager:** Marlaine Clarke Practice Manager
- **Job Purpose** Provide direct patient care which will include telephone conversations, note taking and processing payments.

Key Responsibilities

1. Greeting all patients in a friendly and positive manner
2. Understanding their concerns
3. Book and re-arrange appointments. Block booking, this is to ensure our patients are able to have the times that suit them
4. Taking payments / making sure all patients are informed when their packages are running low and accounts are kept in order
5. Stock control / Ordering
6. Keeping the clinic tidy, clean and presentable at all times
7. Answering calls
8. Answering emails
9. Filing and scanning
10. Meeting patients needs, requirements and expectations
11. Attend all Quarterly meetings and weekly meetings (compulsory)
12. Attend 2-4 conferences per year (compulsory)
13. Attending all internal and external marketing events
14. Communication with ALL members of the team
15. Clinic tours / offer refreshments
16. Patient education, promotion of chiropractic and healthy living
17. Reminder calls for all special appointments
18. Maintaining the clinic diary
19. Cashing up / checking reports / recording personal KPI's
20. Maintaining confidentiality at all times
21. Following GDPR regulations
22. Striving for Excellence and offering the 'Disney Experience'



Dr Jonathan M Clarke BSc (Hons) MChiro PgCert MRCC DC

Doctor of Chiropractic

Member of the United Chiropractic Association

Member of the British Chiropractic Association

Member of the Royal College of Chiropractors



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Peninsula Family Wellness Ltd Registered in England: Reg No: 06618307

Registered Member of the General Chiropractic Council



MY PERSONAL FAVOURITES



Just so we can get to know you 😊 **Full name:** _____

Please list below your personal favourites under each category:

Books:	
Hobbies:	
Movies:	
Music:	
Food:	
Places:	
Words:	
Sports:	
People you admire and look up to:	

POINT OF CONTACT

Person	Contact For...	Contact Details
Practice Manager Marlaine Clarke 	General queries & questions HR Contracts, Chiropractic leave & diary changes Complaints	07971 252078 Thenervecentre@saltashchiropractic.com
Clinical Lead Jonathan Clarke 	Chiro point of contact General queries & questions Chiro clinical help & training	07714 572641 drjondc41@gmail.com
CA Team Leader Kaz Stephens 	CA point of contact CA Absence Corporate Screenings	07704 189691 Kaz.stephens79@gmail.com



SALTASH CHIROPRACTIC CODE OF HONOUR



1. Play at **100%** and serve with **Energy** and a **Big Heart**

2. Be **Respectful**

3. Show Up; Be **Early** and **Prepared**

4. Openly and Honestly **Over-Communicate**

5. Enthusiastically **Encourage** your Team

6. Have Fun and **Rule** **DISNEY**

7. Pursue **Growth** and Keep **Learning**

Name:.....

Signature:.....

Date:.....



Saltash Chiropractic Core Values Clarity Document



- 1. Play at 100%, serving with high energy and a big heart**
 - Give your all in all you do, at work and home
 - Do more than expected, and expect the same from your team
 - Excellence is our starting point
 - Under promise & over deliver
 - The person with the highest energy always wins
 - Raise your vibration, and your practice member will resonate health to all around them
 - Let love be the intention of every interaction

- 2. Be Respectful**
 - We are all humans, we won't agree on all points, we make mistakes, and we have feelings
 - Use good manners, practice tolerance and be considerate
 - Regardless of your title, treat everyone equally

- 3. Show up; be early and prepared**
 - The secret to success is to "show up" to all events
 - On time is late and early is on time
 - Timeous behavior is modelled by our practice members
 - Be present; dedicate your thoughts to the task at hand
 - By failing to prepare, you're preparing to fail

- 4. Openly and Honestly Over communicate**
 - Miscommunication is the root cause of disharmony
 - Be clear, concise, and concerted in your efforts
 - Be open to call and be called on breaches of our values
 - Grapevines and gossip not welcome
 - Separation of Church & State

- 5. Encouragement**
 - Public acknowledgment and praise, positively effect cohesion and production
 - Praise the "thing" you want to see more of.

- 6. Rule number Disney**
 - We hug, we smile, we exude warmth and friendliness
 - We do not take ourselves to damn seriously.
 - We like to party, dress up and laugh until we cry

- 7. Pursue growth and learning**
 - Know thyself to best serve humanity; personal and professional growth go hand in hand
 - We are Striving for greatness not failing to survive
 - Be it a practice member or team member, everyone leaves greater versions of themselves
 - Never be afraid to ask for help, seek knowledge always and educate all those you meet

SALTASH CHIROPRACTIC CODE OF HONOUR



“Peoples’ lives are a direct reflection of the expectations of their peer group. If your peer group doesn’t expect much, it’s just a matter of time before you lower your expectations of yourself” – Tony Robbins

A Code of Honour (COH) helps us maintain a clear path on our mission or why we do what we do. The best functioning teams have a clear culture of discipline and freedom and that is exactly what our COH hopes to achieve. We hope you enjoy the Code and all that it stands for. The principles are not exclusive to just professional life but many of the team, embrace these principles in their personal lives also. I hope that some of these add value to your life in general and not just at Saltash Chiropractic.

The Code is not an enforcing mechanism to prevent fun, it is there to encourage it. It is intended to protect everyone on the team and it allows everyone to do their best and work in a great environment. Mistakes do happen and that’s how we grow as long as we acknowledge them and learn from them. Our Saltash Chiropractic code is an embodiment of the way we think, act and work together to be the best we can, inside and out, personally and professionally in pursuit of a higher level of being and service.

It is OUR and YOUR code and not a manager’s code. You may be surprised to find that the team at Saltash Chiropractic actually decided what the code should be. This code took months but arguably years to come about. The team participated in questionnaires and voting systems on the values that team members thought important. The culmination of the collective efforts of hundreds of people, have helped come up with our code. When it’s upheld, we have an amazing place to call OUR PRACTICE! It makes it an enjoyable place to function everyday where we are changing lives. It is up to every person to see that it is upheld.

“Why Boundaries are important” by Nick Gumbel

I remember, years ago, a football match that had been arranged involving twenty two small boys (including one of my sons, aged eight at the time). A friend of mine called Andy (who has been training the boys all year) was going to referee. Unfortunately, by 2:30pm he had not turned up. The boys could wait no longer.

I was press-ganged into being the substitute referee. There were a number of difficulties with this; I had no whistle, there were no markings for the boundaries of the pitch, I didn't know any of the boys' names, they did not have colours to distinguish which side they were on, and I did not know the rules nearly as well as some of the boys.

The game soon descended in complete chaos. Some shouted the ball was in. Others said that it was out. I wasn't at all sure, so I let things run. Then the fouls started. Some cried “foul”, others cried “no foul”. I didn't know who was right. So, I let them play on. Then people began to get hurt. By the time Andy arrived, there were three boys lying “injured” on the ground and all the rest were shouting, mainly at me! But the moment Andy arrived, he blew the whistle, arranged the teams, told them where the boundaries were and had them under complete control. The boys then enjoyed a great game of football.

Were the boys more free without the rules, or were they in fact less free? Without any effective boundaries they could do exactly what they wanted. The result was that people were confused and hurt. They much preferred it when the game was played according to the rules. Within these boundaries, they were free to enjoy the game. The rules of football are not designed to take away the fun of the game. They are designed to enable the game to be enjoyed to the full.

Much love, gratitude and appreciation

Saltash Chiropractic Clinic

1. Play at 100% and Serve with high energy and a big heart

How important do you think it is to give 100% effort in everything you do in life? If your answer was “very”, then you are in the right place.

“Playing at 100%” really boils down to just 2 things:

- i. Having the highest energy – HIGHEST ENERGY ALWAYS WINS
- ii. Allowing yourself to get uncomfortable and allowing the team and leaders to coach you out of your comfort zone.

Some examples of how amazing our team are at playing at 100% are:

- Dancing like no one is watching
- Singing their hearts out at Karaoke
- At conferences or training they participate in exercises with HUGE energy
- They jump at the opportunity to share experiences and train others
- Whole teams showing up at marketing events
- Hugging every team member
- They are there for each other in times of need

At Saltash Chiropractic we have a saying, “How you do anything, is how you do EVERYTHING”. We love this saying because it is just so true. It really illustrates that just doing everyday little things at 100% is just a metaphor for how we do things in the clinic and our lives. It makes you think, doesn't it?

“Highest Energy Always WINS”

At Saltash Chiropractic we strive to give every practice member an experience they cannot help but enthusiastically share with everybody they know. And nothing creates this experience more than HIGH ENERGY! This means that as a team we must have more energy than the person with highest energy

that comes to see us; and this from the start to the end of the day. Every client deserves the same experience, be they the first or last of the day.

The principle of resonance is vital to this experience. Everything and everybody in the universe vibrates with energy. This energy is directly affected by the surrounding environment and the people who you have contact with. Therefore, if we live vibrating at a high level, our practice members will naturally begin to vibrate at our level of health, and pure expression of the innate.

“Be the light” – be a role model to your practice members and team members.

The best definition of culture is “What we do when nobody is watching”, and if you want your practice members to live at “ease”, in health and expressing uninterrupted innate, then it is your responsibility to be living examples of this; be their ultimate ROLE MODEL.

Everybody is a leader, and the first part of “being the light” is embracing and living the Code. If your actions are that of good values, people around you will be inspired to do the same. If you want to inspire people, “be inspired”

When it come to our practice members, it always has to start with us. We expect our practice members to invest time, energy and money to get the results they deserve. This ranges from expecting them to commit to care up to 3 times per week, exercise, traction, healthy eating, to bring family members in, show up to health talks and being on time for appointments.

Life is a mirror, and we attract who we are, so if the entire team is not getting adjusted regularly, is it really fair for us to expect our practice members to? We strive to change as many lives a possible and we are only able to do this if we are congruent with the message we are preaching.

We are all on the same journey to happiness, health and fulfilment; and this journey will have its ups and downs, and that is where having somebody that is “being a role model” in your team and to your practice members, is VITAL.

Intention is the master of every adjustment. Your intention MUST BE LOVE! At Saltash Chiropractic we love our practice members and celebrate their wins. LOVE is LOVE and let it be your guiding light.

In Summary:

- Highest energy always wins
- Raise your vibration, and your clients will resonate health to all around them
- Let love be the intention of every interaction
- Do more than expected, and expect the same from your team
- Give your all in all you do, at work and home
- Excellence is our starting point

Ask Yourself:

- i. Did I just give that practice member an experience they cannot help but enthusiastically share?
- ii. Did I have higher energy than every practice member?
- iii. Do I practice what I preach?
- iv. Do I support members who may need extra support?
- v. How can I be more of a health role model?
- vi. Have I asked for help, when needed, to be healthier?
- vii. Do I ever hold back out of fear of what others may think?
- viii. Do I allow myself to get uncomfortable?
- ix. Do I ever think "Do I really have to do this?"
- x. Do I ever look back and think, I could have given more?
- xi. Where can I use this code in my personal life?

Suggested reading:

- Leaders Eat Last
- Start with Why

2. Show up; be early and prepared

“90% of success is to simply to SHOW UP” – Woody Allen

One of our greatest teachers once taught us that the secret to success is to simply show up. While this may sound simple, the truth is that most people will stop showing up. Think about the gym. The most difficult part about the gym...is going to the gym. Once you're there it is easy. At Saltash Chiropractic we adopt a non-negotiable “show up” attitude and we live both our professional and personal lives with that motto. Meetings, conferences, social events, day to day shifts etc. etc. WE SHOW UP!

A great example of how our team functions under the code of “showing up” is when someone is sick, stuck in a traffic jam or facing some emergency, and they can't get into work; another team member steps up, shows up and allows the show to continue uninterrupted.

At Saltash Chiropractic we have such a small close-knit team that we have a “the show must go on” attitude. This just means that we take full responsibility to find cover for whatever reason somebody just can't make it to work. They make sure they find a replacement.

Showing up is one thing but showing up consistently with a positive attitude is the difference between success and changing lives. It is easy to show up to work but showing up with a positive attitude no matter what, is a little harder. From time to time we all go through challenges in our personal and professional lives but showing up with a positive attitude means “leaving our problems at the door” so we can best serve the people we love.

We can honestly say, that if you simply embracing “SHOWING UP” at Saltash Chiropractic, you will achieve all your dreams BAR NONE.

“Well arranged time is the surest mark of a well-arranged mind” Sir Isaac Pitman

In our clinic, we have hundreds of appointments that are scheduled at a specific time. Part of delivering a “wow” service is simply BEING ON TIME.

All clinics will tell you that when practice members run late, it can really present some challenges. We are often asked how we can encourage our practice members to be more on time, and 9 times out of 10 the solution is simply practicing what we preach by being on time ourselves. It ALWAYS starts with us.

A professional football team, for instance, is not even allowed to take to the field if a player is late, the game is cancelled. We are a small team with very specialized roles, and if just one member is late, the whole thing falls apart. That's how important every team member is at Saltash Chiropractic.

The definition of "ON TIME" can be very vague or different across different cultures and teams, so we decided to, as the Saltash Chiropractic team, define what is meant for their team to be "on time".

The definition the team came up with was simple "EARLY, PREPARED and PRESENT. What the team said is that for us to be awesome, being "on time" was NOT SUFFICIENT. For them, being "on time" was arriving BEFORE the time mentioned and arriving PREPARED so that when they arrive they can be PRESENT.

When you are, early and prepped, it allows you to be present with the team from the word go. This is when the magic happens.

What happens if you are late due to an accident or equivalent that cannot be helped? Follow the Code and OVER-COMMUNICATE, and make sure you let your team know that you are running late. The stress of not knowing where a team member is, will drain the energy of the team before a shift or meeting, and will adversely affect the performance of the team.

In Summary:

- The secret to success is to "show up" to all events
- On time is late and early is on time
- Be present; dedicate your thoughts to the task at hand
- By failing to prepare, you're preparing to fail

Ask Yourself:

- i. Do I always show up to all ALL EVENTS?
- ii. Do I arrive early?
- iii. Do I create ways and events for other to show up to?
- iv. Do I always show up to Saltash Chiropractic training days?
- v. Do I both physically and mentally show up?
- vi. Do I always get shifts covered when I can't make it?
- vii. Do I do prep from home if needed to allow for more time on arrival?
- viii. Do I allow enough time to get ready for a shift?
- ix. Am I ever late for clients' appointments?
- x. DO I always show respect to others by arriving early for a meeting?

Suggested reading:

- Compound Effect
- The Slight Effect

3. Openly and Honestly Over communicate

We build open honest relationships through communication

We believe that any challenge can be resolved by good communication and is an area we are always trying to improve. As our company grows and we continue to serve larger numbers of people, it will become even more important; and we always need our team to actively help us improve communication by either doing more of it or helping us innovate new ways to improve communication.

The fundamental building blocks for effective communication is first and foremost treating each other, and practice members, kindly and with the same respect that we like to be treated ourselves. Do we make people in our team feel good? How much do people like working with me? We need to do everything in our power to build a loving relationship.

Really take the term “Over Communicate” as literally as you can. When in doubt, communicate OFTEN and MORE BOLDLY than you had initially planned. Grab every opportunity to drive creative ways to communicate. In the clinic we have adopted a TRI-COMMUNICATION rule wherever possible. It’s just something we made up but it simply means, where possible, try and communicate by THREE different means. For example, instead of just sending an email, why not over communicate by sending an email, a text and directly speaking with the person involved.

Always think, am I OVER-COMMUNICATING?

Some examples are of us overcommunicating are:

- Sub-goaling
- Huddles
- Social get together
- Debriefing after meeting, seminars and conferences
- Head CA meetings
- CA meetings
- Monthly clinic meeting

- Quarterly all-clinic meetings
- Saltash Chiropractic Events
- “Calling it”
- Thinking out loud
- Writing everything down
- Diary entries
- Gratitude journals
- A simple thank you
- Birthday Cards
- Thank You Cards
- A phone call

As a part of OPEN and HONEST Over-Communication, **we are open to “call” and “be called” on breaches of the Code.**

Why is it important to “Call it”? The only thing worse than not having a code, is having a code and not enforcing it. Allow us to introduce you to the concept of COLLECTING POINTS.

“Points Collecting” will appear when instead of “calling it”, people go underground/quiet with their gripes. Years ago, grocery stores would incentivize customers to spend more by giving them little green stamps each time they spent a certain amount. Once they filled the book they were able to cash in the book for a prize. It’s similar to what some stores do with loyalty cards e.g. Costa

The same thing happens on teams. Let’s give you an example; we have all been to meetings where a few people walk in late. What typically happens is that nobody says anything and they sneak in and the meeting continues. The problem is that at that very moment, subconsciously, everyone in the room just collected some points. The conversation that goes on in everybody’s head is a combination of the following:

- “I thought we said that everybody should be on time”
- “How come they don’t need to be on time?”
- “I’m glad he was a bit late so that I can be late for the next meeting”

We have all done it before and we are as guilty as anyone in collecting points.

Fast forward to the next meeting when someone else arrives 5 minutes late for the next meeting and again, nobody calls it. And everybody collects more points for their “book”. And then the next week, one more person is late and yet again nobody calls it #MOREPOINTS.

Let’s say this goes on for some time and you happen to have “one of those mornings” where everything goes wrong. The car won’t start and the traffic is bad, you’re having a health expression etc. etc. and you are on your way to a team meeting and you look at your watch and realize that it’s going to be close to make it on time; really close. Suddenly a thought pops into your head: “You know Ryan was late plenty of times, and Holly is often late, and Kat was late last week and nobody said anything, and I always bust my butt to get there on time. You know what? **I will just get there when I get there.**”

At that point, you cashed in your book of points. That’s when the team starts to fall apart and the “every man for himself” attitude comes out. People start taking action to “get even” and a nasty energy starts to permeate the room.

Everybody has to lead. What does that mean? It means that if you breach the Code, you have to be willing “to call” yourself to the rest of the team. Calling others is one thing, but the most powerful thing that anybody can do is call him or herself. It is even more powerful if it’s done publicly. You will at that point make more of an impact on people than you will ever know and everyone’s performance will get better. That’s what makes a great Saltash Chiropractic leader.

This part also encompasses a very simple rule, summed up in two words: NO GOSSIPING. At Saltash Chiropractic we communicate any problems or ill feelings DIRECTLY with the appropriate person.

At Saltash Chiropractic, what you see is what you get, and we are as susceptible as the next person to making mistakes. In fact, we know that mistakes are a part of the road to success, and if for any reason someone feels hard done by or upset, we encourage all team members to feel comfortable enough to communicate directly with the appropriate person about the concern. That way something can be done about it, and in the spirit of KAIZEN (change for better), hopefully we can continue improving.

The worst thing that can be done is to gossip about it amongst colleagues. This way we can never help sort it out. We are always here for you and want to make this the very best place to work but we need your help to do that. Always communicate directly with us.

In Summary

- Lack of communication is the root cause of disharmony
- Be clear, concise and concerted in your efforts
- Be open to call and be called on breaches of our values
- Grapevines and gossip are not welcome

Ask Yourself:

- i. How do people like working with me?
- ii. Do I ask for help when I need it?
- iii. Do I actively seek ways to increase communication in practice?
- iv. In what way can I increase communication with my team members?
- v. Do I write everything down?
- vi. Do I at least TRI-communicate?
- vii. Do I collect stamps?
- viii. When was the last time I “Called It”?
- ix. When was the last time I “Called Myself?”
- x. Do I respond appropriately to “Being Called?”
- xi. Do I always uphold the Code?

Suggested reading:

- Fish
- Gung Ho
- One Minute Manager – Ken Blanchard
- Code of Honour – Blair Singer
- Delivering Happiness – Tony Hsieh

4. Enthusiastically Encourage

“It’s amazing what you can achieve if you do not care who gets the credit”- Harry Truman

At Saltash Chiropractic we really do believe that encouragement is oxygen to the soul and simply encouraging those around you will change your life, and those we work with but most importantly will put us all in a position to best serve our clients.

We are consistently amazed that whenever we send out a questionnaire to teams asking them to tell us what they most love about their working environment, they always make reference to some type of affectionate behavior that the team does consistently. One team member mentioned that hugging or cuddles (as they called it) was “their thing”; another team member mentioned that they make a point of saying “thank you” affectionately at the end of a shift.

Public acknowledgement is what people crave most, and we like to encourage an environment where we don’t take people for granted and “enthusiastically” praise them for even the smallest wins. One way we do this, is by catching someone “in the act”. This just means that when a team member does something great, we praise them publicly. In many cases, we share this with the entire team, to let everyone know what a good job our team member is doing.

In a society that is moving more and more away from physical contact due to the Internet and social media, we are perfectly placed to take every opportunity to be physically affectionate when we can. A simple reassuring handshake to a gentleman that has suffered for 20 years or a well-timed high-five to someone of the younger generation, a loving hug for somebody celebrating their birthday or a reassuring hand on the arm of a team member that is having a tough day.

In Summary:

- Enthusiastically praise your team members
- Public acknowledgment and praise, positively effect cohesion and production
- Praise the “thing” you want to see more of

Ask Yourself:

- i. Do I always offer an encouraging gesture on EVERY shift?
- ii. Can I be more affectionate to team members and clients?
- iii. When did I last give someone praise?
- iv. When did I last catch and share someone “in the act of fulfilling the Code?”
- v. When I last received recognition or praise, how did it make me feel?
- vi. When was the last time I made someone feel like that?
- vii. How does my team like working with me?

Suggested Reading:

- Gung Ho
- One minute Manager
- Fish

5. Rule number


“Don’t take yourself to damn seriously” – BJ Palmer

Have some FREAKEN FUN!!

We embrace having fun and being a little crazy at times. We borrowed this one from one of the most famous people of service standard ever..Walt Disney. He reminds us that everyone from VIP’s and Commoners all use the toilet, we are all the same, we should all be having fun!

Disney was a quirky man who knew how to have fun while at the same time changing millions of lives, and we strive to emulate his example.

At Saltash Chiropractic, we are not afraid to laugh at ourselves and be different. Hugs, high fives, loud laughter, smiles, dress ups, singing, Halloween, fugly Christmas jumpers, Easter excess and decorating the clinics with an abundance of seasonal kitsch are all a part of who we are and what makes us unique.

The beauty about embracing Rule Number  is that it allows us to be ourselves, we are all a little weird at heart. You wouldn’t have found yourself at Saltash Chiropractic if you weren’t a little bit crazy as well; so, embrace it and be yourself. Being and exuding fun also allows our practice members and team members to do the same; by leading this you are essentially giving everybody a ticket to do the same. It’s INFECTIOUS!

In Summary:

- We do not take ourselves to damn seriously, Walt Disney speaks truth
- We hug, we smile, we exude warmth and friendliness
- We like to party, dress up and laugh until we cry

Ask Yourself:

- i. When was the last time I made a practice member laugh?
- ii. When was the last time I made a team member laugh?

- iii. Am I fun to be around?
- iv. When was the last time I was a little crazy?
- v. Do I support other team members' weirdness?

6. Pursue growth and learning

“GIVING AND RECEIVING”

“Good people strengthen themselves ceaselessly” – Confucius

The Japanese word “KAIZEN” means continuous improvement and at Saltash Chiropractic we pour our heart and soul into personal development because we know that success seldom, if ever, precedes personal growth. Nothing in life remains static or the same. The harsh truth is that you are either getting healthier or sicker, getting happier or unhappier, getting worse or better. THERE IS NO INBETWEEN!

As a company, we want to continue growing by helping more people, but growth can only happen if we grow ourselves first. Whether you’re at Saltash Chiropractic for many years or for a shorter period of time, our goal is simply, that whoever you are and whenever you leave, you leave a greater version of yourself **#EveryoneLeavesBetter**.

Sometimes growing and striving to become better can feel quite frustrating for the whole team because as anything grows, and we enter new territory, inevitably new challenges arrive. It is a fact that the more successful a group gets, the more challenges they will have.

In other words, the bigger the challenge needed to be solved, the better the team is doing. What that also means, is that we are never done. Yes, that’s right, although we have had many years’ cumulative experience, we are still making it up as we go and that’s why we ALWAYS have to learn and grow.

We too are learning and growing. When it comes to finding ways to help you learn and grow, it starts with an understanding that we are all on the same page when it comes to the importance of investing time and money and energy into seminars, training, courses, books, meetings and repetition, repetition, repetition.

Some of the ways that we grow are that we attend seminars together. These are both seminars run by us and seminars run by 3rd parties. We also have a personal development library which is open to everyone in the company.

The old saying goes that the teacher always learns the most and that is why we encourage our team members to run training days and give mentorship as much as possible.

In Summary:

- If you're not growing you're dying
- Be it a practice member or team member, everyone will become greater versions of themselves
- Help your team to grow with you
- Never be afraid to ask for help, always seek knowledge and educate all those you meet

Ask Yourself:

- i. Have I taken books out from the Saltash Chiropractic library?
- ii. Do I invest in courses and seminars?
- iii. Do I attend Saltash Chiropractic seminars?
- iv. When was the last time I observed in a clinic to refresh my own knowledge and procedures?
- v. How can I help a team member to learn about health?
- vi. How can I help a team member grow?



Saltash Chiropractic Team Standards



The purpose of Saltash Chiropractic is to educate, adjust/treat and care for as many families as possible. We want to inspire our communities to take responsibility for their own health.

We aim to give our practice members the best possible experience each time they visit our clinic, one they cannot help but share with everyone they know. To achieve this, our clinic and team members look immaculate and our behaviour is always friendly, loving, caring and professional.

You

Your attitude will determine the quality of your work and the experience of our practice members. You were hired because of who you are, as well as your talents. It is our desire that you make a difference to all those you work with by your commitment to our purpose. We endeavour to offer you full support in achieving this. We strongly encourage all Saltash Chiropractic Team Members to lead a healthy lifestyle.

Team Guidelines

- Always treat your team members with the utmost respect and courtesy
- Always arrive 15 minutes before your shift
- Always arrive, where possible, to a shift already prepared having looked at your diary at home
- Always speak with positive language in the clinic. No negative, energy-sapping talk about problems all over the world
- Leave problems at the door before you walk in
- Take full responsibility for all actions. No blame, justification or denial
- Always do a sub-goal before your shift (lead by the practitioner)
- Always do a post-goal after your shift (lead by the CA)
- We don't use the word "patient" (one who is suffering) in any of our clinics. We use the words "practice member" (one who leans on another for protection)
- An appointment is never "cancelled", rather it is "rescheduled". It is just a change in terminology. Be careful with language, the tongue is the rudder of your practice.
- Book all practice members as far ahead as possible into the diary. This maintains easy management. The golden rule is that every practice member should be booked to at least their next progress exam which is 10 - 12 visits. This is the very least, with the aim being 36 visits if at all possible.
- Ask for help. We are all learning.
- Ask for referrals as often as possible
- Ask for testimonials as often as possible. Hand out testimonial forms as a standard, where possible, at progress exams

- Ask for opportunities to offer wellness days and health talks at schools, companies and corporate entities as often as possible
- Inspire all team members to get adjusted as often as possible
- Cultivate great relationships with your team members; CA's, and chiropractors; we will only function best when we work together as a team

Dress Code

- Saltash Chiropractic Team Members should look smart at all times
- Male Chiropractors need to be clean shaven or have groomed and neatly shaped facial hair. They should always wear smart shirts or Clinic branded polo shirts with smart trousers and closed shoes. No jeans, and no sandals or flip flops.
- Women need to have their hair tidy, and (if chosen) appropriate and clean lined make-up
- Only ear piercings are acceptable, unless pre agreed with Head Office
- CA's should be dressed in the Saltash Chiropractic uniform with their Saltash Chiropractic name badge and black, navy or grey trousers or skirt and tights. Footwear should be smart black shoes or ankle boots (smart sandals in the summer are also acceptable)

Telephone

- A large quantity of our business is conducted over the telephone and our lines should not be tied up with personal phone calls; therefore, personal phone calls (both incoming and outgoing) are prohibited from our landlines
- Mobile phones should not be used at the front desk or in adjustment rooms. Please be discreet with your use, and always remain professional in your conduct

Leave and Diary Changes

- Any alterations to any diary, be they 15 minutes or 2 hours, require approval through your Practice Manager. This is for your own protection
- All leave and HR procedures must be followed correctly, and handovers for locums must be done according to our guidelines. Leave will be denied if there are administrative errors
- Take full responsibility to get a shift covered if ill – especially for Chiropractors who are self-employed. Please understand that as a self-employed practitioner, if you are not able to make a shift, it is your contracted responsibility to fulfil the required shifts and therefore finding cover is wholly your responsibility and must not be passed down to your CL or Practice Manager (PM). It is your show, and the show must go on
- Pay all locums promptly. We want to set up relationships where people would like to do cover for you regularly and the number one reason people cite that they don't like to cover is that they don't get paid
- Another cause of difficulty in finding cover, is that locums complain that a diary drops significantly whilst the practitioner is away (leaving them to sit around doing nothing). Please keep diaries at 65% or higher whilst on holiday
- Have the financial discussion for locum work before the locum occurs i.e. talk to your locum about their required sub-minimum for the day or what percentage you are paying them for the cover, or what percentage they require for their cover of the day, whether that be a subminimum vs a percentage of the clients seen
- Never front or back-load your diary before a leave period or taking time off. The definition of this is seeing as many clients as you can before you leave and then letting your diary drop while you are away and the rescheduling them for the diary when you are back, hence dropping your diary – never front or back load
- Keep your diary to at least 65% occupancy whilst you are away
- Studies have shown us that over the last 10 years that when somebody let's their diary drop below 70%, it takes, on average, 3 months to get up to the same numbers they were seeing before they left
- Never transfer clients to a diary of a chiropractor on your shift when taking time off – this is not allowed. When you take time off you have to get a separate person from a different shift to cover that shift. Merely transferring your clients from your diary to a chiropractor who is on the same shift is not allowed

Training and Retainer Period

- Retainers are a rarity for self-employed contractors, they are there to support you as your diary grows
- The retainer is based on a full month's work. Time off will be pro rata deducted
- You may be asked to do cover, take x-rays, observe practitioners and attend screenings as part of your training phase or retainer period. However, if according to the pay-scale your payments have exceeded the retainer, you will be paid the difference

Food

- We lead the way by setting the best possible example. The consumption of store bought coffee, regular tea, crisps, cakes, chewing gum and sweets is prohibited in and around the clinic (it is unprofessional to have Costa cups and Walker's bags in visible bins in the clinic)
- Never leave food in any rooms
- Never have any food visible

Cleaning

- Always leave the clinic tidy, the way you would want your home to look if you were receiving guests
- CA's are not wholly responsible for the appearance of the clinic; the whole team needs to take responsibility for this

The Show Must Go On

- We are a very small team and whether someone is sick or not, we need to make sure that the show goes on
- Please take full responsibility to make sure that you help a team continue with the shift if someone is ill or under the weather

Scope of Practice

- No needling or massage is performed by chiropractors in Saltash Chiropractic Clinic; therefore, no needles, alcohol swabs, massage creams or oils are allowed in the Nerve Centres or Adjustatoriums.
- No mechanical massages is allowed in any chiropractic rooms
- "Stay in your lane"

Finance

- All financial transactions should be done through the front desk
- No money, under any circumstances, should be taken in treatment rooms. Doing this would be considered a serious breach of contract
- Avoid adjusting/treating clients for free

Clinic Supply

- If a purchase for the practice is deemed necessary or essential this must be agreed with the Practice Manager **Before** purchase is made. The purchase will then be made by the PM and provided to the CA or Practitioner accordingly.
- All products purchased for a Practice Member **MUST** be paid for, they cannot be given away. If products are given away by a practitioner or CA, the sum will be deducted from their pay
- Personal use of the laminator and photocopier is prohibited

Statistics

- Always keep track of your personal stats. If you don't have them, contact head office and they will produce them for you
- Basic stats are sent to the front desk on a weekly basis. This will show your number of adjustments for the week, new clients and your PVA (for various time intervals)

Team Meetings

- Our clinics have monthly meetings, attendance is compulsory (also can be done via Zoom, Skype or WhatsApp video Calls); the only excuse of annual leave

Seminars, Conferences and Workshops

- We feel that continuing education is essential to your performance and for you to be inspired – if you're not growing, you're dying
- It is compulsory to attend our Winter, Summer and Annual UCA conferences
- The Saltash Chiropractic library is always available for your use, the list of books can be found in the office

Complaints Procedure

- Although client complaints are extremely rare, they must be dealt with immediately and in the most professional way. Please report all complaints to the Practice Manager immediately and we will take appropriate action. Remember, we are here to support you

Client Respect and confidentiality

- We love and respect our practice members. It is most unprofessional to slander clients both amongst ourselves and in front of other clients. Do not discuss clients in the reception area or where other clients can hear you; and never, under any circumstances, discuss personal information about any of our practice members with anybody outside of Saltash Chiropractic Clinic. This is in breach of the Data Protection Act and can result in legal action against you.



Chiropractic Assistant Dress Code and Appearance



1. DRESS CODE

- 1.1 We encourage everyone to maintain an appropriate standard of dress and personal appearance at work and to conduct themselves in a professional manner. You are required to wear the nominated uniform and name badge at all times.
- 1.2 We expect staff to take a common sense approach to the dress code. Any enquiries regarding the operation of our dress code (including whether an article of clothing is suitable to wear to work) should be made to CA Manager.

Top

- Provided: Branded Polo Shirt / Tunic
- Provided: Saltash Chiropractic name badge to be worn
- Extra top can be worn underneath for warmth
- Cardigans can be worn

Bottom

- Black, navy or grey trousers
- Black, navy or grey skirt and tights

Footwear

- Smart black shoes or ankle boots
- Smart sandals in the summer period are acceptable

Not acceptable

- Uggs, crocs, slippers, flip flops, trainers and any other similar inappropriate footwear.
- Jeans and leggings.
- Shorts and hotpants
- Any type of denim wear

Appearance

- 1.3 While working for us you represent us with practice members and the public. Your appearance contributes to our reputation and the development of our business.
- 1.4 It is important that you appear clean and smart at all times when at work, particularly when you may be in contact with practice members, other business contacts or the general public.
- 1.5 Staff should not wear clothing or jewellery that could present a health and safety risk.



Annual Leave



Annual Leave Procedure

**** You should aim to book in half your annual leave in the first 6 months of the year, and the other half in the second part of the year. Leave must be requested 6 weeks in advance ****

1. If cover is needed – please arrange directly with your CA Team Leader
2. Once cover is all arranged and confirmed by your CA Team Leader, you must submit for approval to the Practice Manager.
3. You must enter the from and to dates for your holiday, and how many days holiday it includes.
4. In the 'Notes' section you must enter each individual date and shift time, and who is covering next to each. It must be clear as this will be the only record.
i.e.

Mon 05.01 PM - Lauren covering/ or N/A if cover is not required

5. Your leave is only approved once you have submitted and received a confirmation from the Practice Manager. **Your holiday is not confirmed until you have received this confirmation.**

6. If anything has been entered incorrectly, your holiday will be declined and you will need to resubmit this, so please ensure you check your emails for confirmation.

*****It is your responsibility to ensure they have entered all cover information correctly on the Request Form. If cover does not show up, then please be aware, this is your responsibility.**

Annual Leave Policy

- 1.1 You are entitled to days holiday pro rata during each holiday year. In addition you are entitled to take the usual public holidays in England and Wales or a day in lieu where we require you to work on a public holiday. You will be paid your normal basic remuneration during such holidays. This holiday entitlement is calculated on a pro rata basis for part time staff.
- 1.2 The Company's holiday year runs between July and June. If your employment starts or finishes part way through the holiday year, your holiday entitlement during that year shall be calculated on a pro-rata basis rounded up to the nearest whole or half day. In order to accommodate cover and ensure that employees are able to take their statutory holiday, employees are required to take a minimum of half their annual holiday by 30 June in each year. If you are a Manager or CA Team Leader, please ensure arrangements are made for cover with other management.
- 1.3 You shall give at least 8 weeks' notice of any annual leave, although this does not guarantee approval unless you have arranged for your normal working shifts to be covered. The holiday dates must be entered onto the company HR database with details of the shifts and covering parties before it can be approved. The company reserves the right to deny any leave if adequate cover cannot be found. No more than 2 weeks leave in a single period may be taken, unless agreed by the Practice Manager at their discretion. We ask you to be flexible in covering others holiday also, and repeated notifications will be given to remind you to request your annual leave in advance to ensure cover is arranged. If you fail to comply to these repeated requests, it may result in holiday dates being allocated to you.
- 1.4 You cannot carry untaken holiday entitlement forward from one holiday year to the following holiday year.
- 1.5 We shall not pay you in lieu of untaken holiday except on termination of employment. The amount of such payment in lieu shall be 1/260th of your salary for each untaken day of your entitlement for the holiday year in which termination takes place.
- 1.6 If you have taken more holiday than your accrued entitlement at the date your employment terminates, we shall be entitled to deduct from any payments due to you one day's pay calculated at 1/260th of your salary for each excess day.
- 1.7 If either party has served notice to terminate the employment we may require you to take any accrued but unused holiday entitlement during the notice period



Absence



Sickness Absence Procedure

Sick Leave Procedure for CAs

1. The CA should phone their CA Team Leader no later than 2 hours before the start time of your shift. You must always phone the Practice Manager to inform of the sickness in addition even if covered is arranged with your CA Team Leader as this will need to be logged in your employee records. (Email follow-up)
2. Must be a Phone call, and not a text message. You must phone in personally. Texts are not an emergency method.
3. Phone must be no later than 2 hours before the start time of your shift. Ideally more notice to be given in advance (the night before if you are working a morning shift) to allow for cover to be arranged.
4. You must keep in contact during this period to update the Practice Manager.
5. Every CA who has 2 or more days off in a row will have a return-to-work interview.

I need to be informed in all cases for payroll and statistics purposes This is extremely important

Absence Policy

1. SICKNESS ABSENCE POLICY

- 1.1 This policy sets out our procedures for reporting sickness absence and for the management of sickness absence in a fair and consistent way.
- 1.2 Sickness absence can vary from short intermittent periods of ill-health to a continuous period of long-term absence and have a number of different causes (for example, injuries, recurring conditions, or a serious illness requiring lengthy treatment).
- 1.3 We wish to ensure that the reasons for sickness absence are understood in each case and investigated where necessary. In addition, where needed and reasonably practicable, measures will be taken to assist those who have been absent by reason of sickness to return to work.
- 1.4 We may vary the procedures set out in this policy, including any time limits, as appropriate in any case.
- 1.5 If you are absent from work, we shall pay you Statutory Sick Pay (**SSP**) provided that you satisfy the relevant requirements.

Disabilities

- 1.6 We are aware that sickness absence may result from a disability. At each stage of the sickness absence meetings procedure (set out in paragraph 1.24 to paragraph 1.28), particular consideration will be given to whether there are reasonable adjustments that could be made to the requirements of a job or other aspects of working arrangements that will provide support at work and/or assist a return to work.
- 1.7 If you consider that you are affected by a disability or any medical condition which affects your ability to undertake your work, you should inform the **Practice Manager**.

Sickness absence reporting procedure

- 1.8 You must report your sickness as per the Sickness absence leave procedure above.
- 1.9 You should expect to be contacted during your absence by the Practice Manager who will want to enquire after your health and be advised, if possible, as to your expected return date.

Evidence of incapacity

- 1.10 For sickness absence of between four and seven calendar days you must complete a self-certification form which is available from the Practice Manager.
- 1.11 For absence of more than a week you must obtain a certificate from your doctor (a "Statement of Fitness for Work") stating that you are not fit for work and the reason(s) why. This should be forwarded to the Practice Manager as soon as possible. If your absence continues, further medical certificates must be provided to cover the whole period of absence.
- 1.12 If your doctor provides a certificate stating that you "may be fit for work" you should inform the Practice Manager immediately. We will discuss with you any additional measures that may be needed to facilitate your return to work, taking account of your doctor's advice. This may take place at a return-to-work interview (see paragraph 1.21). If appropriate measures cannot be taken, you will remain on sick leave and we will set a date to review the situation.
- 1.13 Where we are concerned about the reason for absence, or the level of frequent short-term absence, we may require a medical certificate for each absence regardless of duration. In such circumstances, we will cover any costs incurred in obtaining such medical certificates, for absences of a week or less, on production of a doctor's invoice.

Unauthorised absence

- 1.14 Cases of unauthorised absence will be dealt with under our Disciplinary Procedure.
- 1.15 **Absence that has not been notified according to the sickness absence reporting procedure will be treated as unauthorised absence.**
- 1.16 If you do not report for work and have not telephoned the CA Team Leader and/or the Practice Manager to explain the reason for your absence within the stated timeframe, the Practice Manager will try to contact you, by telephone and in writing if necessary. This should not be treated as a substitute for reporting sickness absence.

Sick pay

- 1.17 You should refer to your contract for any sick pay entitlement.

Keeping in contact during sickness absence

- 1.18 If you are absent on sick leave you should expect to be contacted from time to time by the Practice Manager to discuss your wellbeing, expected length of continued absence from work and any of your work that requires attention. Such contact is intended to provide reassurance and will be kept to a reasonable minimum.

Medical examinations

- 1.19 We may, at any time in operating this policy, ask you to consent to a medical examination by a doctor nominated by us.
- 1.20 You will be asked to agree that any report produced in connection with any such examination may be disclosed to us and that we may discuss the contents of the report with the relevant doctor.

Return-to-work interviews

- 1.21 If you have been absent on sick for 2 or more days, we may arrange for you to have a return-to-work interview with your Manager.
- 1.22 A return-to-work interview enables us to confirm the details of your absence. It also gives you the opportunity to raise any concerns or questions you may have, and to bring any relevant matters to our attention.
- 1.23 Where your doctor has provided a certificate stating that you "may be fit for work" we will usually hold a return-to-work interview to discuss any additional measures that may be needed to facilitate your return to work, taking account of your doctor's advice.

Sickness absence meetings procedure

- 1.24 We may apply this procedure whenever we consider it necessary, including, for example, if you:
- (a) Have been absent due to illness on several occasions where your bradford score is 60 and above.
 - (b) Have discussed matters at a return-to-work interview that require investigation; and/or
 - (c) Have been absent for more than 7 days
- 1.25 Unless it is impractical to do so, we will give you 3 days written notice of the date, time, and place of a sickness absence meeting. We will put any concerns about your sickness absence and the basis for those concerns in writing. The meeting will be conducted by the Practice Manager. You may bring a companion with you to the meeting. You must take all reasonable

steps to attend a meeting. Failure to do so without good reason may be treated as misconduct. If you or your companion are unable to attend at the time specified, you should immediately inform the Practice Manager who will seek to agree an alternative time.

- 1.26 A meeting may be adjourned if the Practice Manager is awaiting receipt of information, needs to gather any further information or consider matters discussed at a previous meeting. You will be given a reasonable opportunity to consider any new information obtained before the meeting is reconvened.
- 1.27 Confirmation of any decision made at a meeting, the reasons for it, and of the right of appeal will be given to you in writing within 7 days of a sickness absence meeting (unless this time scale is not practicable, in which case it will be provided as soon as is practicable).
- 1.28 If, at any time, the Practice Manager considers that you have taken or are taking sickness absence when you are not unwell, they may refer matters to be dealt with under our Disciplinary Procedure.

Right to be accompanied at meetings

- 1.29 You may bring a companion to any meeting or appeal meeting under this procedure.
- 1.30 Your companion may be either a trade union representative or a fellow employee. Some companions may not be allowed: for example, anyone who may have a conflict of interest, or whose presence may prejudice a meeting. A companion may make representations, ask questions, and sum up your position, but will not be allowed to answer questions on your behalf.

Stage 1: first sickness absence meeting

- 1.31 This will follow the procedure set out in paragraphs above on the arrangements for and right to be accompanied at sickness absence meetings.
- 1.32 The purposes of a first sickness absence meeting may include:
- (a) Discussing the reasons for absence.
 - (b) Where you are on long-term sickness absence, determining how long the absence is likely to last.
 - (c) Where you have been absent on several occasions, determining the likelihood of further absences.
 - (d) Considering whether medical advice is required.
 - (e) Considering what, if any, measures might improve your health and/or attendance.

- (f) Agreeing a way forward, action that will be taken and a timescale for review and/or a further meeting under the sickness absence procedure.

Stage 2: further sickness absence meeting(s)

1.33 Depending on the matters discussed at the first stage of the sickness absence procedure, a further meeting or meetings may be necessary. Arrangements for meetings under the second stage of the sickness absence procedure will follow the procedure set out above on the arrangements for and right to be accompanied at sickness absence meetings.

1.34 The purposes of further meeting(s) may include:

- (a) Discussing the reasons for and impact of your ongoing absence(s).
- (b) Where you are on long-term sickness absence, discussing how long your absence is likely to last.
- (c) Where you have been absent on several occasions, discussing the likelihood of further absences.
- (d) If it has not been obtained, considering whether medical advice is required. If it has been obtained, considering the advice that has been given and whether further advice is required.
- (e) Considering your ability to return to/remain in your job in view both of your capabilities and our business needs and any adjustments that can reasonably be made to your job to enable you to do so.
- (f) Considering possible redeployment opportunities and whether any adjustments can reasonably be made to assist in redeploying you.
- (g) Where you can return from long-term sick leave, whether to your job or a redeployed job, agreeing a return-to-work programme.
- (h) If it is considered that you are unlikely to be able to return to work from long-term absence, whether there are any benefits for which you should be considered.
- (i) Agreeing a way forward, action that will be taken and a timescale for review and/or a further meeting(s). This may, depending on steps we have already taken, include warning you that you are at risk of dismissal.

Stage 3: final sickness absence meeting

- 1.35 Where you have been warned that you are at risk of dismissal, we may invite you to a meeting under the third stage of the sickness absence procedure. Arrangements for this meeting will follow the procedure set out above on the arrangements for and right to be accompanied at sickness absence meetings.
- 1.36 The purposes of the meeting will be:
- (a) To review the meetings that have taken place and matters discussed with you.
 - (b) Where you remain on long-term sickness absence, to consider whether there have been any changes since the last meeting under stage two of the procedure, either as regards your possible return to work or opportunities for return or redeployment.
 - (c) To consider any further matters that you wish to raise.
 - (d) To consider whether there is a reasonable likelihood of you returning to work or achieving the desired level of attendance in a reasonable time.
 - (e) To consider the possible termination of your employment.
- 1.37 Termination will normally be with full notice or payment in lieu of notice.

Appeals

- 1.38 You may appeal against the outcome of any stage of this procedure, and you may bring a companion to an appeal meeting.
- 1.39 An appeal should be made in writing, stating the full grounds of appeal, to the Practice Manager within 7 days of the date on which the decision was sent to you.
- 1.40 Unless it is not practicable, you will be given written notice of an appeal meeting within one week of the meeting. In cases of dismissal the appeal will be held as soon as possible. Any new matters raised in an appeal may delay an appeal meeting if further investigation is required.
- 1.41 Where practicable, an appeal meeting will be conducted by a Manager senior to/a Director, different from the individual who conducted the sickness absence meeting.
- 1.42 Following an appeal, the original decision may be confirmed, revoked, or replaced with a different decision. The final decision will be confirmed in writing, if possible, within 7 days of the appeal meeting. There will be no

further right of appeal. The date that any dismissal takes effect will not be delayed pending the outcome of an appeal.

Bradford score

0-59 No action will be taken

60-124 Verbal warning will be issued

125 - 399 First written warning

400 - 649 Final written warning

650 + Consider dismissal



Policy for the Release of Consultation Notes and Records



Saltash Chiropractic takes the release of health records very seriously. The content of every client's records is to be kept confidential. The Data Protection Act 1998 defines that each person has a right to request access to their medical and health records, in whatever form these records come. The person must request this in written consent.

Circumstances where the records may not be released:

- If a company or practice member phones the clinic and requests records, Saltash Chiropractic may **not** release the records based on only verbal consent.
- If a practice member requests records verbally present at the clinic.

Saltash Chiropractic may only release the records of a practice member where the practice member gives written and signed consent:

- If a practice member puts their request in writing to the clinic to release their records and signs the request.
- If a company or third party writes to us requesting us to release their records, along with a written and signed consent form by the practice member to confirm they would like their records released to the third party

Procedure for Dealing with a Request for Records Release

1. Please ensure you have written request and signed consent from the practice member for their records to be released – whether they request it to be released to them personally or a third party.
2. Check the practice member's log to see which practitioners they have been seeing within our practice. You must advise the practitioner(s) of the request to ensure that all consultations and paperwork are included and scanned onto the practice member's file at the first instant.
3. Once they have confirmed all records and on the practice member's file, then you must refer this to request to someone senior for approval before sending the records to the practice member or third party.
4. Once this has been approved, please print, and send all records requested. For most third parties, they will incur a fee of £25-£50 for these records, therefore you will need to bill an invoice to them of a 'Copy fees' charge. This

will be sent with the records. We tend to charge the full £50 if they request a full medical report in addition to notes.

5. You must then ensure that you have scanned and saved the written request and consent for the records to the practice member's file – please write the date it was actioned on the paperwork before you scan this, along with the name of the CA who has dealt with the request.

Saltash Chiropractic Clinic

Safeguarding Protection Policy

- 1.0 This policy applies to all team members of Saltash Chiropractic Clinic.
- 2.0 The purpose of this policy:
 - 2.1 To protect children, young people and vulnerable adults (adults at risk) who are patients of the clinic.
 - 2.2 To provide staff with the overarching principles that guides our approach to safeguarding protection.

Definitions:

A child- is anyone under 18 years old. For the purposes of child protection, we include the unborn child as well.

Adult at risk- is anyone over 18 years old who are not able to protect themselves from harm or exploitation or who are unable to take care of themselves and is in receipt of or in need of community services.

- 2.3 Saltash Chiropractic Clinic is fully committed to safeguarding the welfare of all children, young people and adults at risk and believes they should never experience abuse of any kind.
 - 2.4 We have a responsibility to promote the welfare of all people and to keep them safe. We are committed to take all reasonable steps to promote safe practice and to protect people from harm, abuse and exploitation.
 - 2.5 Saltash Chiropractic Clinic acknowledges its duty to act appropriately to any allegations, reports or suspicions of abuse. The team will endeavour to work together to encourage the development of an ethos with embraces difference and diversity and respects the rights of children, young people and adults.
- 3.0 Saltash Chiropractic Clinic recognises that:**
- 3.1 The welfare of the child, young person and adult at risk is paramount.
 - 3.2 All people, regardless of age, disability, gender, racial heritage, religious belief, sexual orientation or identity, have a right to equal protection from all types of harm or abuse.

- 3.3 Working in partnership with children, young people, adults, their parents, carer and other agencies is essential in promoting people's welfare.

4.0 In implementing this safeguarding policy Saltash Chiropractic Clinic will:

- 4.1 Communicate to all team members their responsibility to protect children, young people and adults at risk from harm, abuse and exploitation.
- 4.2 Communicate to all workers their responsibility to work to the standards that are detailed in the Cornwall Safeguarding Children's Board (CSCB), Cornwall Safeguarding Adults Board and the need to work at all times towards maintaining high standards of practice in protection of children.
- 4.3 Ensure that all workers understand their duty to report concerns that arise about a child, young person, adult at risk or a worker's conduct towards a child/young person/adult at risk, to our named person for child protection.
- 4.4 Ensure that the named person has undertaken basic training and that they understand their responsibility to refer any child protection concerns to the statutory child protection agencies (i.e. police and/or Children's Social Care).
- 4.5 Ensure that any procedures relating to the conduct of workers are implemented in a consistent and equitable manner.
- 4.6 Endeavour to keep up-to-date with national developments relating to the welfare and protection of people.

5.0 Named Safeguarding Person

- 5.1 SCC has an appointed individual who is responsible for dealing with any protection concerns. In their absence, a deputy will always be available for workers to consult with.

The Named Persons for Child Protection is: Marlaine Clarke

Deputy: Dr Jonathan Clarke

Tel No: 01752 845451

5.2 The Role and responsibility of the named Person are:

- 5.2.1 To ensure that all workers are aware of what they should do and who they should go to if they are concerned that a child/young person/adult at risk maybe subject to abuse or neglect.
- 5.2.2 Ensure that any concerns about a child/young person/adult at risk are acted on, referred on where necessary.

6.0 Legislation and Guidance

South West Child Protection Procedures
<http://www.online-procedures.co.uk/swcpp>
Working together to Safeguard Children (GOV UK 2015)
What to do if you're Worried a Child is Being Abused (DFES) 2015)
Children Act 1989 and 2004
Nice Guideline CG89 – when to suspect maltreatment
The Care Act (2014)
Guidance for Safer Working Practice for Adults who Work with Children and Young People (2009)
Protection/Safeguarding Adults Multi-agency Procedures and Guidance (2007)
Safeguarding Vulnerable Groups Act (2006)
Mental Capacity Act (2005)
Plymouth Adult Social Care Guidance (2015)
Human Rights Act (1989)

7.0 What is Abuse?

7.1 Children/Young People

- 7.1.2 Abuse and neglect are forms of maltreatment of a child.
- 7.1.2 Somebody may abuse or neglect a child by inflicting harm or failing to act to prevent harm.
- 7.1.3 Children may be abused by someone in their family, an institution or in community settings, by those known to them or more rarely by those unknown to them (e.g. via the internet).

7.2 Adult

- 7.2.1 Abuse is a violation of an individual's human and civil rights by another person or persons, which results in significant harm.

- 7.2.2 Abuse can be a single or repeated act, lack of appropriate action, a deliberate intent or wilful negligence, an act of omission or neglect.

8.0 Categories of Abuse

8.1 Children and Adults

- 8.1.1 Physical – hitting, shaking, throwing, poisoning, biting, burning or scalding, drowning, dehydration, suffocating or otherwise causing physical harm. Physical harm may also be caused when a parent/carer fabricates the symptoms of, or deliberately induces illness in a child/adult at risk.
- 8.1.2 Emotional – Intimidation, undermining, humiliation, inappropriate expectations for age and development, withholding of affection and approval, it may include conveying to a child or adult that they are worthless or unloved, inadequate or valued only in so far as they meet the needs of another person
- 8.1.3 Sexual – sexual harassment, rape, forced to view or take part in sexually explicit language, activity or pornography, over sexualised language or behaviour inconsistent with age, development or cognitive understanding, bruising or damage in genitalia, discharge or bleeding, STI, pregnancy in those unable to give consent, forcing or enticing a child to take part in sexual activity whether or not the child is aware of what is happening.
- 8.1.4 Neglect and Self-Neglect – untidy/unkept appearance, inappropriate clothing for weather, underweight for age and height, faltering growth syndrome, inappropriate or no supervision, weight loss, dirty appearance clothing, hair and nails, sores to skin.

Additionally for Adults

- 8.1.5 Financial – property/money taken without consent, theft, deception, purchasing cheap food or failing to put on electricity/gas heating, inappropriate expenditure, lack of basic necessities, unpaid bills.
- 8.1.6 Institutional – not recognising individuality, ignoring rights and choices of individuals, providing substandard care, signs of lack of food and nutrition, lack of basic hygiene, lack of equipment or referral to other agencies.
- 8.1.7 Discriminatory – name calling, hate crime, exclusion from conversations based on age, race, sexuality, religion/faith,

disability and gender, omitted from activity/care based on gender, sexuality, race, faith, age, disability.

9.0 Process for raising concern

- 9.1 Listen carefully to what the young person or adult has to say and take it seriously.

It is fine to ask a person, 'I've noticed you are not yourself today, is everything okay?' BUT never use leading questions.

Never investigate or take sole responsibility for a situation where a person makes a disclosure.

Notify the Named Person for Safeguarding, in their absence a deputy.

- 9.2 The Named Person or deputy will take immediate action if there is a suspicion that a child or adult at risk has been abused or likely to be abused. In this situation the Named Person will contact the police or Cornwall Social Care following their referral process.

- 9.3 The Named Person for Safeguarding must be informed immediately if any allegation is made against a worker. The team must ensure the child/adult at risk is safe and away from the person against who the allegation if made. The Named Person should contact the Local Authority Designated Officer (LADO) for advice and/or in the event of an emergency situation arising, the police should be contacted for discussion. In the case of an allegation against the Named Person for Safeguarding, the deputy must be informed. The individual who first received /witnessed the concern should make a full written record of what was seen, heard and/or told as soon as possible after observing the incident/receiving the report, this must be an accurate description. The Named Person can support the worker during this process but will not complete the report for the worker. This report must be made available on request from either police and/or social care.

10.0 Recording and Managing Confidential Information

- 10.1 All personal information, including name, address and telephone numbers is held securely by SCC.
- 10.2 All concerns/allegations of abuse, harm and neglect will be recorded in accordance with Cornwall Social Care guidelines. In cases of safeguarding information is held by the Named Person in a secure, confidential place.

Confirmation of Reading

- 11.0 SCC Team are required to formalise confirmation of reading of this Safeguarding policy and return completed to Saltash Chiropractic Clinic Practice Manager:



Saltash Chiropractic Clinic: What should we look like?



1.1. The Fit-Out

The general fit out of the clinic should include (but are not limited to) the following:

- Frontage
- Outside fascia artwork
- Flowerbed sign for outside
- Above Door Signage
- Opening Times Signage
- Room names
- Toilet signs

1.2. The Current Image

The clinic must remain smart and within the current image of what Saltash Chiropractic Clinic is striving for. Clean, smart, but a welcoming and friendly atmosphere is the environment we wish to radiate! We do not want to feel clinical, but still be fresh, clean, and open.

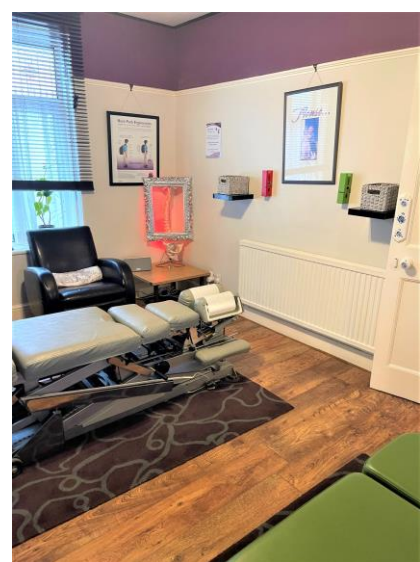
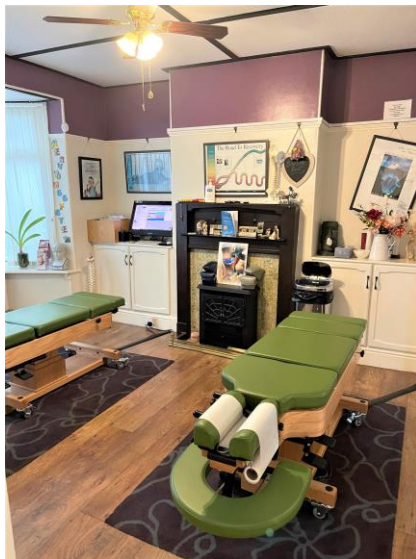
Reception



Welcome Hall



Adjustoriums 1 & 2



Nerve Centre



Rejuvenation Station



Road to Recovery Room/Adjustatorium 3



What impression do we want to make on our community?

Professional, clean, healthy, qualified, warm, friendly, accessible, tidy, attractive, appealing

How do we achieve this?

Exterior

Garden/paving of clinic needs to be tidy and clean. When team members arrive to the clinic, they must ask themselves, how does this clinic appear in the eyes of our community?

It is the duty of the CL to ensure the immediate surrounding of the clinic are always kept pristine and all the team members must support this.

This includes:

Leaves, moss and rubbish-swept and /or picked up

Windows, windowsill, front door, and exterior of building cleaned - wiped off windowsill when needed, arrange window cleaner when appropriate

Window posters need to be put out. They need to be kept tidy. Contact CL immediately if there is an issue with the window posters.

Regular gardener where required with garden areas

Reception area

All surfaces must be always kept clean. Daily dusting is required. The water machine must be kept clean. Wash and replenish bamboo cups regularly. The reception chairs must be kept clean. The floor must be swept/hovered mid shift. Ensure the DVD is playing, and oil diffuser is full and on. Empty the head cloth basket regularly and replenish the clean ones.

Fruit and flowers

The fruit bowl needs to be kept full of fresh fruit. Remember, the fruit is for our practice members, not team members. Cut flowers need to have fresh water every day and stems and leaves need to be cleared off if needed. Pot plants need to be kept watered. Immediately discharge flowers that are wilting. Candles are a nice touch to create a relaxed and healing environment.

Decoration

All posters and other promotional material must be kept up to date. Remove any posters/leaflets that advertises past events. No blue tac or Sellotape to be put on the walls as they ruin/stain the paint. Use clip frames to put up posters.

Posters should be rotated every month.

Reading material

Tidy and up to date and only reading material that addresses chiropractic and wellness. We do not advertise for other companies so please do not allow clients to bring in leaflets advertising their businesses/events. Exceptions can be made but the CL must be consulted first.

Kid's corner

Toys must be in good condition. The kid's area needs to be always kept tidy. The notice board needs to be tidy and regularly updated. No kids' drawings on the walls please.

Reception desk

No unhealthy snacks inside the reception desk. Food is best kept hidden away from our practice members as it looks unprofessional to have lunch boxes stacked by the computer. Keep personal stuff to a minimum. Mobile phones are not permitted to be kept on or around the front desk, they must be kept away in another room.

Other areas

Hallways or other areas that the practice member sees needs to be kept completely free of clutter. Boxes with clinic supplies need to be emptied and tidied away immediately or hidden from view until there is time to deal with it. Marks and dust on skirting boards or walls needs to be wiped off and if it is a big area that needs attention, please refer to the 'cleaner communication book'.

Toilets

The toilets need to be checked every hour (check list on inside of door to be ticked). Make sure the toilet and sink are kept pristine. Plants or other decoration should be kept in perfect condition. The toilet floor needs to be kept clean and it needs to be swept or mopped regularly

Adjustoriums / Nerve Centre

No paperwork with personal practice member information is to be kept visible at any time as this is breach of confidentiality. No personal belongings are to be kept in the adjustoriums or nerve centre and absolutely no mobile phones to be visible to the practice members. Mobile phones need to be switched off or on silent and out of view during work hours.

The benches need to be cleaned by the practitioner and the cleaner. Especially the area where the practice member puts his/her face needs to be kept clean. No dandruff or other body debris please! All surfaces need to be dusted. The practitioner needs to report to the head CA if this is not done regularly. Shoe marks on the skirting boards needs to be wiped off. Please use the 'cleaner communication book' if this is not maintained. All surfaces need to be kept clear of dust.

Water bottles and cups need to be taken out of the adjustatoriums or nerve centre and cleaned at the end of each shift. The room must be left completely clear of any personal belongings and paperwork as well. Remove any used gowns for washing and replace with fresh gown on bench. Pot plants need to be kept watered and maintained. These rooms must be swept/hovered between shifts

Road to Recovery

No paperwork with personal practice member information is to be kept visible at any time as this is breach of confidentiality. No personal belongings are to be kept in the Road to Recovery and absolutely no mobile phones to be visible to the practice members.

The Flip Chart must have a fresh piece of blank paper showing, and the spine and models need to be placed accordingly.

The chairs need to be laid out appropriately with a 'Wellness Induction' sheet placed on each seat. The room needs to be kept clean and hoovered prior to any Wellness Inductions that are due to take place.



Smoking Policy



1. NO-SMOKING POLICY

- 1.1 We are committed to protecting your health, safety and welfare and that of all those who work for us by providing a safe place of work and protecting all workers, service users, customers and visitors from exposure to smoke.
- 1.2 All of our workplaces (including our vehicles) are smoke-free and all employees, contractors and visitors have a right to a smoke-free environment.

Scope and implementation of the policy

- 1.3 Smoking is banned in the workplace.
- 1.4 Employees may not smoke at any point before, during a shift, or on company property or in close proximity. Employees must not smoke during their shift, or smell of smoke whilst working.

Employees using our vehicles, whether as a driver or passenger, must ensure the vehicles remain smoke-free.

Breaches of the policy

- 1.5 Breaches of this policy will be dealt with under our Disciplinary Procedure and, in serious cases, may be treated as gross misconduct leading to summary dismissal.
- 1.6 Smoking in smoke-free premises or vehicles is also a criminal offence and may result in a fixed penalty fine and/or prosecution.

2. VAPING POLICY

- 2.1 Vaping is not permitted in any of the practice member areas within the practice during operational hours. The use of Vapes must be restricted to break times only.

SATISFACTION AND COMPLAINTS PROCEDURE

Welcome to the office of Saltash Chiropractic Clinic and an exciting future of health and wellness. Everyone in the team is committed to providing exemplary chiropractic care in a safe, fun, relaxed and educational environment and we look forward to sharing this with you.

What we value above all is your satisfaction in our service. As such, whilst thankfully it is rarely required, we do wish to take this opportunity to outline our procedure to address any concerns or complaints you may have in the future. We advise that you retain a copy of this information with all other paperwork we provide.

PRACTICE COMPLAINTS PROCEDURE

If you wish to complain about our service, please let us know. We welcome feedback about the service we provide. We have a practice complaints procedure to help resolve problems quickly.

HOW TO COMPLAIN

Most problems are best resolved when they arise.

However, if you wish to make a more formal complaint then please do this as soon as possible, preferably within a few days to enable us to address the matter promptly. Complaints should be addressed to:

The Practice Manager, Saltash Chiropractic Clinic, 41 Glebe Avenue, Saltash, Cornwall, PL12 6DN

Alternatively, you may ask for an appointment with:

The Practice Manager, Tel: 01752 845451

Please be as specific as possible about the complaint which you wish to make to allow us to investigate the matter thoroughly.

THE ACTION WE WILL TAKE

Normally, we will acknowledge your complaint within two working days and give you an explanation or arrange a meeting within ten working days.

COMPLAINING ON BEHALF OF SOMEONE ELSE

We observe strict rules of confidentiality. If someone is complaining on your behalf we will require written authority from you so that he/she can act on your behalf.

HOW ELSE CAN I COMPLAIN?

You may contact my professional association, the British Chiropractic Association, 59 Castle Street, Reading, Berkshire, RG1 7SN Tel: 0118 950 5950, Email enquiries@chiropractic-uk.co.uk, which will investigate the complaint on your behalf.

If the complaint remains unresolved, you may refer the matter to the profession's statutory regulator, the General Chiropractic Council, Park House, 186 Kennington Park Road, London, SE11 4BT. Tel: 020 7713 5155 Email enquiries@gcc-uk.org



Procedure for releasing of Practice Members records



*****EXTREMELY IMPORTANT*****

Practice Member consultations notes are private and confidential, and we must observe the company policy and protocol with regards to releasing of notes

1. If a practice member, insurance company or any other party or chiropractic clinic requests copies of a practice members notes, the practice member themselves need to give us written consent for the release of the records. This includes x-rays as well. We should keep this and scan it on to their file.
2. You should inform the chiropractor that notes have been requested, so they can check through all their notes and ensure everything necessary is available. They will then confirm it is ok and instruct you as to which notes should be sent.
3. We should not be sending out any handwritten or typed notes that a practitioner has written without internal authorisation or consent from the practitioner/ and or the Practice Manager. The practitioner may need to write a report based on their notes for the practice member.
4. We do NOT send out any handwritten notes
5. If in doubt of anything, please contact the Practice Manager or Principal Chiropractor - Jon – it is particularly important that we follow practice member confidentiality and data protection laws.
6. For most 3rd parties, there is a fee of £25 for these records, therefore you will need to bill an invoice to them of a “copy of file” charge under retail in Practice Hub. This invoice must then be sent with the records.
7. If a medical report is requested, then a charge can be raised under retail and “Medical report” standard charge is £50 but can be changed if needed.
8. Please note in the comms tab, date, and the action of sending the notes and to whom they have been sent

****Please note –you should not let the practice member know we do not send any handwritten notes made at consultation – please be aware that the reason being that all findings are typed up on the computer**



Corporate Screening Procedure:



At Saltash Chiropractic we host and arrange Corporate Wellness Days, in which Kaz (our corporate client liaison) gets us into companies for us to conduct screenings and give health talks.

Corporate clients are invaluable to us, and they truly help spread the word about the benefits and life-changing effects of Chiropractic and are a great source for internal referrals.

However, the approach to corporate clients is very different to clients who've come in from a screening fair, health talk or online marketing source. The reason being, that people within a company, from one site, will always discuss their care around the so called "water-cooler"; they will compare their recommendations, price-plans and projected outcomes, and if they are at all similar, we start getting cancelled clients. And this can land us in trouble with their HR department and can result in us getting banned from further interaction with the company.

Please could the following be adhered to with all corporate clients:

- They are ALL charged at a standard 20% discount on PAYG for all adjustments and therapy sessions (£44 on current chiropractic adjustment prices)
- ALL payments are PAYG (Pay As You Go)
- **NO packages** are sold to corporate clients
- All recommendations must be as unique as possible

If we all stick to these guidelines, we will be able to continue fostering great relationships with surrounding business.

If you have any further questions, please do not hesitate to contact me on drjondc41@gmail.com



Saltash Chiropractic Company Benefits



1. Recruitment incentive

If someone that works for Saltash Chiropractic (in whatever capacity) recommends someone that applies, and they come directly through them (not a front desk advert, family member, or online advert, but happens to use our clinic services) then we have a paid incentive for recommending a successful candidate. Total recruitment incentive of £200

Successful Candidates that Qualify

New CA completes initial 8 weeks of training successfully - £50 paid

New CA completes probationary period 6 months – Additional £150 paid

2. Pension Scheme for Employees

Employees that are eligible will be automatically enrolled into the workplace pension scheme after 3 months of employment. Eligibility criteria:

- Be a minimum of 22 years of age, but below the state pension age
- Be earning a minimum of £10,000 per annum

Company – **The People's Pension**

You are auto enrolled and if you wish to opt out you are required to get in touch with the People's Pension directly as Saltash Chiropractic is not allowed to give financial advice, and all opt outs are communicated to Saltash Chiropractic from the People's pension

You are required to pay into your workplace pension from your salary, and your company and the government also pays in to it every month.

3. Holiday cover incentive

For covering an additional amount of holiday and sickness cover in a year, we have a reward system of extra holiday to be added to the following calendar year

Covering 15-24 extra shifts in a year = 1 extra day's holiday

Covering 25-34 extra shifts in a year = 2 extra days holiday

Covering 35+ extra shifts in year = 3 extra days holiday (capped at 3)

4. Free Chiro care / discount for family

During your time working with Saltash Chiropractic, you are entitled to complimentary chiropractic care. This is only valid whilst you work for Saltash Chiropractic. Our practitioners are more than happy to look after you, however, please ensure you respect their busy times and book in their quieter periods, you do not cancel at last minute etc. Please treat with the same respect that we expect our practice members to. You must book outside your shift times and not be adjusted whilst on shift.

See Family Rates for the family discount

5. Christmas and Summer Parties

We hold AMAZING annual Christmas and summer parties with drinks food and entertainment!!



Family Rates



Listed below are the current family rates for members of staff:

Immediate Family (Partner/Spouse and children)	75%-80% discount (£10 per chiro adjustment)
Other Family	50% discount

There are NO FRIENDS deals – it is a family rate only.

There are no NO CHARGE deals.

As some of our practitioners are self-employed, this is at their discretion, and this is our recommendation to make it fair.

This will be across the board to eliminate any feeling that practitioners are obliged to give away free care, whilst making it as affordable as possible for chiropractic care for our families.

This is the statement of general policy and arrangements for:

Peninsula Family Wellness Ltd Name of organisation

Overall and final responsibility for health and safety is that of:

Peninsula Family Wellness Ltd Name of employer

Day-to-day responsibility for ensuring this policy is put into practice is delegated to:

Practice Manager

Statement of general policy	Responsibility of (Name / Title)	Action / Arrangements (Customise to meet your own situation)
To prevent accidents and cases of work-related ill health and provide adequate control of health and safety risks arising from work activities	Practice Manager	Relevant risk assessments completed and actions arising out of those assessments implemented. (Risk assessments reviewed every year, or earlier if working habits or conditions change.)
To provide adequate training to ensure employees are competent to do their work	Practice Manager	Carry out health and safety training within induction with all new recruits. Carry out necessary updated health and safety training with those changing jobs and health and safety representatives. Take extra care with young employees/ work experience students (fire exits, fire extinguishers, chiropractic equipment, acupuncture needles and disposals, health/ safety risk assessment, accidents and spillages, ergonomics)
To engage and consult with employees on day-to-day health and safety conditions and provide advice and supervision on occupational health	Head Chiropractic Assistant Practice Manager All employees	All employees should be regularly consulted after health and safety performance review meetings and updated with any new policies. If any changes are made, health and safety analysis will be conducted and policies will be updated, and employees informed.
To implement emergency procedures - evacuation in case of fire or other significant incident. You can find help with your fire risk assessment at: (See note 1 below)	Head Chiropractic Assistant Practice Manager	Fire exits and escape routes are clearly labelled, as well as fire extinguishers, located and all employees informed. Keep risks within the clinic environment to a minimum. (You can find help with your fire risk assessment at www.communities.gov.uk/firesafety .)
To maintain safe and healthy working conditions, provide and maintain plant, equipment and machinery, and ensure safe storage / use of substances	Head Chiropractic Assistant	Toilets, washing facilities and drinking water provided. System in place for routine inspections and testing of equipment. Employees are trained in the handling of acupuncture needles, contamination and correct disposal. The clinic is checked and clean twice a day to reduce risk and spillages.

Health and safety law poster is displayed:	Head Chiropractic Assistant - Practice Manager
First-aid box and accident book are located: Accidents and ill health at work reported under RIDDOR: (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) (see note 2 below)	First aid kit is at the front desk Accident book is at the front desk..

Signed: (Employer)	Practice Manager	Date:	17/01/2018	
Subject to review, monitoring and revision by:	Practice Manager	Every:	12 months	months or sooner if work activity changes

Employers with five or more employees must have a written health and safety policy and risk assessment.
For further information and to view our example risk assessments, see www.hse.gov.uk/risk.

Note 1: <http://www.communities.gov.uk/fire/firesafety/firesafetylaw/>

Note 2: www.hse.gov.uk/riddor

Risk assessment

All employers must conduct a risk assessment. Employers with five or more employees have to record the significant findings of their risk assessment.

We have started off the risk assessment for you by including a sample entry for a common hazard to illustrate what is expected (the sample entry is taken from an office-based business).

Look at how this might apply to your business, continue by identifying the hazards that are the real priorities in your case and complete the table to suit.

You can print and save this template so you can easily review and update the information as and when required. You may find our example risk assessments a useful guide (www.hse.gov.uk/risk/casestudies). Simply choose the example closest to your business.

Organisation name: Peninsula Family Wellness Ltd

What are the hazards?	Who might be harmed and how?	What are you already doing?	Do you need to do anything else to manage this risk?	Action by whom?	Action by when?	Done
<i>Slips and trips</i>	<i>Employees and clients may be injured if they trip over objects, steps or slip on spillages</i>	<i>We carry out daily excellent housekeeping. There are no trailing leads or cables. All employees actively keep clear, no obstructions in walkways, signs for any steps to mind. The clinic is cleaned twice daily. First aid kit and accident book</i>	<i>Ensure cupboards are cleaned out and items are disposed of - in case of sharp unnecessary objects that might pose a risk.</i>	<i>All employees Practice Manager</i>		
<i>Acupuncture needles contamination</i>	<i>Employees and clients may be injured if they are left lying around or not disposed of correctly</i>	<i>We ensure that all employees are trained to handle needles correctly and dispose of them with Sharps boxes.</i>	<i>Ensure all new employees are informed.</i>	<i>All employees</i>		
<i>Hand bacteria contamination</i>	<i>Both employees and clients</i>	<i>Hand sanitizer available in all consultant rooms and at the front desk. Pursue daily cleaning to keep risk to minimum.</i>	<i>Ensure all employees and clients are aware of it.</i>	<i>All employees Practice Manager</i>		
<i>Disabled slopes and steps</i>	<i>Clients may be prone to miss the correct slopes or trip if not labelled accurately or aware.</i>	<i>Advising practice members of where the disabled access is in the building and ensuring any steps in the building are labelled.</i>	<i>Disabled access signs.</i>	<i>All employees Head CA to Practice Manager</i>		
<i>Musculoskeletal disorders (MSDs) and injuries</i>	<i>Many clients come to the clinics due to back injuries, pain or dysfunction, so may need good seating or standing/lying areas. Employees - seating positions can cause bad posture..</i>	<i>Ergonomic seating input to front desk/ standing stations, regular walks to keep the body moving for employees. We have available seating, standing and lying areas for practice members.</i>	<i>Ensure employees are aware of good ergonomic seating positions and have regular Chiropractic care.</i>	<i>Practice Manager</i>		
<i>Electrical cables and equipment</i>	<i>Employees and clients risk fire hazards</i>	<i>All cables should not be tangled, and all electrics fitted and checked by qualified Electrician.</i>	<i>Ensure smoke detectors are all working accurately, and all quality control checks are regularly completed.</i>	<i>Practice Manager</i>		

It is important you discuss your assessment and proposed actions with staff or their representatives.

You should review your risk assessment if you think it might no longer be valid, eg following an accident in the workplace, or if there are any significant changes to the hazards in your workplace, such as new equipment or work activities.

For further information and to view our example risk assessments go to <http://www.hse.gov.uk/risk/casestudies/>

Combined risk assessment and policy template published by the Health and Safety Executive 11/11



Timesheets



- You are paid the second to last working day of every month
- You are paid to exactly the hours that you have worked
- You receive printed payslips

1. Who should fill in the Timesheet?

Each individual should complete their own timesheet on a daily basis as they start and finish their shift.

2. Who does the quality control checks on each Timesheet before submission for payroll?

Your CA Team Leader will check in addition to the Practice Manager - they will do all the quality control checks and check the hours against the absence stats report.

3. What should it look like?

- Check the correct month has been completed
- Ensure you write CA's FULL name.
- Hours should be completed to the nearest 15 minutes for payroll calculations
- Check weekly shift rota against days/shifts filled in
- All overtime must have a note of explanation in the Notes section – over 'acceptable regular opening hours
- If a PM shift runs over 19:30, there must be a note to explain why i.e. 'cash up problems' or 'Dr Jon ran over'
- Any additional shifts out of normal opening hours must also be explained in the Notes section.
- Hours should be filled against correct days.
- Ensure adequate logging in and logging out is carried out on Practice Hub. You must login as soon as you begin work, and log out on exit – timesheets are checked against login and logout timings so it is extremely important to log in and out for accuracy for total hours.
- Absence stats reported to the Practice Manager must be checked against timesheets for all types of absences - left early, unpaid days, sickness, and holidays.

What absences do I not need to tell anyone about?

The simple answer to this is NONE.

Shift changes must be notified to the CA Team Leader/Practice Manager no matter what the reason, or this will be considered an unauthorised absence. Reasons being - cash-up discrepancies, fire safety, health and safety, payroll purposes... the list goes on!

- i.e. if you take an unpaid day and swap a shift and cover a double another day to make up for it
- The day you are absent still needs to be recorded as an absence as you are not fulfilling your normal working shift days and shift pattern.
- Whilst we are fairly flexible and lenient with employees, we still need to have a record of this absence, and this must be recorded by the CA Team Leader
- An unpaid day would be authorised at the discretion of the Practice Manager. Annual leave must be used before an unpaid day would be authorised, as holiday is a priority over extra unpaid days which are not included in the entitlement. Unpaid days will only be taken for consideration towards the end of the year after annual leave is spent generally. This is at the discretion of the Practice Manager.