



Table of Contents

Preface	iii
Introduction	iii
Terminology	iv
How to Use this Book	iv
About the Authors	vi
Acknowledgments	ix
1. Ethical Foundations	1
The Therapeutic Relationship	2
Client-Centeredness	3
Impacts from Ethical Breaches	3
Safety	3
Privacy	4
Clear Structure	4
Power Differential	5
Complications of Power Differentials	6
Misuse of Power and Disempowerment of Clients	6
Misuse of Power in Attempts to Help	7
Misuse of Power for Personal Gain	7
Disempowerment of Clients	7
Transference and Countertransference	8
Transference	8
Countertransference	10
Managing Transference and Countertransference	11
The Body as a Storehouse for Emotions and Past Experiences	11
Universal Ethical Principles	11
Justice	12
Honesty	12
Reverence for Life	12
Adherence to Law	12
Sources of Ethical Guidance	12
Official Codes and Regulations	12
Laws	13
Professional Codes of Ethics	13
Organizational Policies and Procedures	14

Personal Ethics and Self-Accountability	14
Morals, Values, and Principles	14
Core Values	15
Self-Accountability	17
Ethical Congruence Checklist	17
Resolving Ethical Dilemmas	19
The Six-Step Resolution Model	20
Conclusion	23
2. Boundaries	25
What Are Boundaries?	27
Types of Boundaries	28
The Physical Boundary	28
The Emotional Boundary	29
The Intellectual Boundary	29
The Sexual Boundary	29
The Energetic Boundary	29
How Boundaries Develop	31
The Family	32
Privacy	32
Physical Contact	32
Emotional Connection and Expression	32
Intellectual Expression	32
Sexual Attitudes	33
Sensitivity	33
The Culture at Large	33
Schools	33
Media	33
Religion and Religious Groups	34
Voluntary Social Groups	34
Boundary Models	35
Personal Boundaries	35
Permeable	35
Semi-permeable	36
Rigid	36
Interactive Boundaries	37
Meeting at the Boundary	37
Boundary Crossing or Violation	37
Distance from the Boundary	37
Boundary Crossings and Violations	40
Limitations of Terminology	41
What Constitutes Boundary Crossings	41
Inappropriate Touch	42
Careless or Uninvited Words	43
Sexual Misconduct	44
Excessively Permeable Boundaries	45
Client Reluctance to Personal Disclosure	46
Inappropriate Self-Disclosure	46
Tardiness	47
Inappropriate Use of Social Media	48
Why Boundary Crossings Occur	48
Difficulties in Identifying Boundary Crossings	50

Steps to Avoid Boundary Crossings and Violations	50
Increase Empathy	50
Manage Energetic Boundaries	51
Identify Clients' Behavioral Cues	51
Ask Questions	52
Teach Boundary Identification and Establishment	52
Encourage Clients to Speak Up	53
Establish, Maintain, and Change Boundaries	55
Location of Service	56
Interpersonal Space	56
Money	56
Appearance	56
Self-Disclosure	56
Language	57
Touch	57
Time	57
Conclusion	57
3. Dual and Sequential Relationships	59
What Are Dual Relationships?	60
A Historical Perspective	61
The Range of Dual Relationships	62
Socializing	62
Group Affiliation	62
Friendship	63
Social Media	63
Dating	63
Sex	63
Family	63
Financial Arrangements	64
Students	64
The Benefits of Dual Relationships	64
The Risks of Dual Relationships	65
Evaluating the Potential Risks	66
What is the Intimacy Level?	67
What Is the Impact of the Power Differential?	68
To What Extent Does Mutual and Equal Consent Exist?	68
Who Is Accountable for What in the Relationship?	68
What Is the Relative Maturity Level?	69
How is the Therapeutic Relationship Affected?	69
What Are the Consequences of Non-Participation?	69
Sequential Relationships	70
Dating Former Clients	71
What's at Stake?	72
Complicating Factors	73
Guidelines for Navigating Romantic Relationships	74
Minimizing Concerns	75
Seek Supervision	76
The Special Case of Schools	78
Conclusion	80

4. Dynamics of Effective Communication	81
Communication Barriers	82
Noise	82
The Ambiguity of Language	83
Reducing Noise	83
Defense Mechanisms	85
Projection	85
Repression	86
Denial	87
Power Differentials	87
Challenging Topics of Conversation	88
Strong Emotions	88
Sadness	89
Fear and Anxiety	89
Annoyance and Anger	91
Boundaries	92
Communicating Respect for Client Boundaries	92
Treat the Client as a Person, Not an Object	92
Admit Your Mistakes	93
Foster Appropriate Self-Disclosure	94
Encourage the Client to Speak Up	95
Communicating About Your Own Boundaries	95
Be Proactive	95
Be Assertive	96
Be Consistent	97
Feedback	98
Giving Feedback	98
Step 1: Set a Goal	98
Step 2: Select Your Facts	99
Step 3: Deliver the Feedback	100
Receiving Feedback	102
Managing Your Negative Feelings	103
Clarify Your Feelings	104
Clarify Your Goal	104
Next Steps	104
Communications Beyond the Treatment Room	105
Ambiguity	105
Privacy	105
Professionalism	106
Conclusion	108
5. Communication Techniques and Strategies	109
Reflecting	110
Beyond Reflection: Clarifying Unspoken Concerns	111
Inviting Input	112
Interactive Speaking	113
Informed Consent Discussions	113
Responding to Body Language	115
Educating	118
Learning Styles	118
The Assertion Sequence	119

Assertion Sequence Stage I: Agreement Discussion	120
Step 1: What	120
Step 2: Why	120
Step 3: Consequences	120
Step 4: Obstacles	121
Step 5: Recap	121
Special Cases: After-the-Fact Agreement Discussions	121
Assertion Sequence Stage II: Follow-Up	122
Step 1: Desirable Behavior Reinforcement	122
Step 2: Ongoing Reminders	122
Step 3: Broken Agreement Discussion	122
Assertion Sequence Stage III: Confrontation	123
Step 1: Explanation	123
Step 2: Solution Generation	123
Step 3: Consequences	124
Step 4: Reflection	124
Step 5: Refocus	124
Step 6: Recap	125
Assertion Sequence Stage IV: Termination	126
Conclusion	127
6. Sex, Touch, and Intimacy	129
A Psychosocial Overview	130
Psychosexual Effects on the Individual	131
The Distinction between Sex, Touch, and Intimacy	131
Touch	132
Exploring Touch and Culture	132
Knowing Where Touch Begins	132
The Dynamics of Touch	133
Gender and Touch	135
Honoring the Power of Touch	136
Addressing Touch with Clients	137
Intimacy	138
Establishing Appropriate Intimacy	138
Sex	139
Examining Cultural Values	140
The Sexual Response Cycle	141
Sexuality	142
Recognizing the Family as Sex Educator	143
The Impact of Family Patterns in a Therapeutic Setting	144
Sex and Touch Therapy	145
Sexual Feelings During Treatment Sessions	146
Sexual Attraction to Clients	147
Erections in the Treatment Setting	149
Arousal in Women	149
When To Address Erections and Arousal with Clients	150
The Intervention Model	151
Sexual Misconduct and Sexual Harassment	153
Sexual Misconduct	154
Examining the Roots of Sexual Misconduct	154

The Sexual Misconduct Continuum	156
Analyzing Risk Factors	156
Sexual Harassment	159
Breaking the Silence	161
Desexualizing the Touch Experience	162
Preparation, Language, and Behavior	162
Office Space	163
Treatment Interactions	163
Practice Management	164
Marketing Materials	165
Conclusion	166

7. Practice Management **167**

Professionalism	168
Intentional Practice	169
The At-Risk Practitioner	170
Scope of Practice	170
Key Factor One: The Law	171
Procedures, Techniques, and Other Regulations	172
Assessment and Diagnosis	172
Educating vs Prescribing	173
Technique Restrictions	175
Sexual Enterprise	175
Unregulated Professions	175
Getting Involved	177
Key Factor Two: Educational Training	177
Key Factor Three: Competency	178
Key Factor Four: Self-Accountability	179
Personalize Your Scope	179
Standards of Practice	181
Client/Practitioner Expectations	182
Procedures	182
Draping	182
Communication	182
Attitudes	183
Interaction	183
Etiquette	183
Illness	183
Time Management	184
Start and End on Time	184
Cancellations	185
Confidentiality	185
Maintaining Confidentiality	186
Limits of Ethical Confidentiality	186
Actions That Minimize Confidentiality Problems	187
Documentation	187
Health Insurance Portability and Accountability Act	188
HIPAA Compliance	189
Informed Consent	191
The Well-Informed Client	192
Working with Minors	193
Special Considerations	193

The Child’s Stage of Development	193
The Therapeutic Constellation	193
Therapeutic Goals	194
Infants and Children	194
Teenagers	195
Declining Potential New Clients	196
A Full Practice	196
Inability to Help	196
Countertransference	196
Referring Out	197
Dismissing a Client	198
Discomfort	198
Transference and Countertransference	199
Lack of Results	199
Completion	200
Client Policy Statements	200
Type of Service	201
Training and Experience	201
Appointments	201
Finances	202
Client/Practitioner Expectations	202
Personal Relationships	202
Confidentiality	202
Recourse	203
Conclusion	203
8. The Team Approach	205
Office Ethics	206
Codes of Conduct	206
Conflict of Interest	207
Compliance	207
Electronic Resources	207
Insider Trading	207
Intellectual Property	208
Professional Misconduct	208
Vendor Relationships	208
Policy and Procedure Manuals	208
Client Custody	209
Working for Others	211
Ethical Considerations for Employers	211
Fairness and Diversity	211
Safety	211
Security	211
Integrity	211
Ethical Considerations for Employees	212
Commitment	212
Loyalty	212
Cooperation	212
Obligation	212
Care Coordination and Case Management	213
The Five-Step Process	213
Key Components for Effective Case Management	214

Ethical Care Coordination in Specific Environments	214
Single-Modality Clinics	215
Multi-Discipline Practices	216
Hospitals and Other Inpatient Treatment Centers	217
Handling Referrals from Outside Providers	218
Group Practices	219
Common Ethical Issues	220
Legal Considerations	220
Financial Considerations	220
Marketing Considerations	221
Multi-Disciplinary Group Practices	221
Ethical Guidelines for Multi-Disciplinary Practices	221
Specialty Centers	222
Ethical Guidelines for Specialty Centers	222
Spas	223
The Franchise Phenomenon	223
The Work Environment	224
Ethical Guidelines for Spa Management	225
Ethical Guidelines for Spa Employees	225
Hospitals and Hospices	226
The Hospital Setting	226
The Hospice Setting	227
Ethical Considerations in Hospitals and Hospices	227
Ethical Guidelines in Hospital and Hospice Settings	229
Medical Clinics	232
Integrated Complementary Care in Medical Clinics	232
Adjunct Complementary Care in Medical Clinics	232
Ethical Considerations in Medical Clinics	233
Conclusion	233
9. Business Ethics	235
Attitudes About Money	236
Fee Structures	238
Sliding Fee Scales	240
Prepaid Package Plans	241
Credit	241
Gratuities	242
Barter	243
Direct Barter	243
Barter Exchanges	245
Financial Considerations	245
Gift Certificates	246
Expiration Dates	246
The Downside of Gift Certificates	247
Taxes	247
Product Sales	248
Increase Profits, Revenue, and Bookings	249
Make It Convenient	249
Extend Your Treatment Benefits	249
The Ethical Concerns of Retailing	250
Nutritional Supplements	251
Referrals	253

Acknowledging Referrals	253
Marketing Materials	254
Exaggerated Claims	254
Guarantees	255
Misleading Ploys	255
Questionable Names and Titles	255
Inappropriate Images	255
Follow Business Regulations	256
Misrepresenting Credentials	256
Social Media Ethics	257
Social Media Policies	258
Why a Social Media Policy is Important	258
Employees	259
Ethically Sharing Content	260
Sharing Photos	261
Sharing Article Links, Research Data, & Other Information	261
What Happens In Vegas...	262
Legal Issues	262
Comply with Local, State, and Federal Laws	262
Insurance Coverage	263
Slander and Libel	263
Copyrighted Materials	264
Fair Use Factors	265
Photocopy Request Information	265
Contracts	265
Dispute Resolution	266
Civil Lawsuits	267
The Discovery Process	268
Malpractice Actions	268
Employers' Liability	270
State Licensing Boards and Professional Organizations	271
Who Pays?	271
Employees and Independent Contractors	272
Insurance Reimbursement Issues	275
Responsibility for Payment	275
Preferred Provider Status	276
Fee Schedules	276
Timely Documentation	276
Communication with Referring PCP	276
Permission to Consult with the Health Care Team	277
Conclusion	277
10. Support Systems	279
Helpers in a Helping Profession	280
Supervision	281
How Supervision Helps Build Your Ethical Practice	282
The Role of Clinical Supervision	283
Essential Elements of Helpful Supervision	284
Boundary-Setting Support	285
Threatening or Dangerous Clients	285
Requests for Special Concessions	286
Needy Clients	287

Personal or Sexual Advances	288
How to Find a Supervisor	290
Interview Potential Supervisors	290
Unhelpful Supervision	291
Peer Support Groups	291
How to Start and Run a Peer Support Group	292
How to Get Participants	293
Mentoring	294
Benefits for Mentors and Mentees	294
Types of Mentoring	294
Skills, Roles, and Responsibilities	295
Setting Parameters	295
Finding a Mentor	296
Mastermind Groups	296
How They Work	297
Coaching	297
Internships, Externships, and Apprenticeships	298
Online Discussion Forums	298
Conclusion	299

11. Working with Trauma Survivors **301**

Understanding Trauma and Abuse	302
The Potential for Harm from Uninformed Treatment	302
The Core of Trauma and Abuse	304
Types of Sexual Abuse	304
The Prevalence of Sexual Abuse	304
Types of Physical Abuse	305
Types of Emotional Abuse	305
Cult Mind Control Abuse	306
The Three Stages of Recovery	306
1. Safety	306
2. Remembrance and Mourning	306
3. Reconnection	307
Posttraumatic Stress Disorder	307
Symptoms	307
Complex Posttraumatic Stress Disorder	308
Body Memories and Flashbacks	308
Recognize Flashbacks	310
Precautions	310
Process Why the Flashback Occurred	312
Plan for Client Safety	312
Adjust Your Schedule	312
Follow Up	312
Benefits of Touch Therapy for Survivors	313
Establishing a Place of Safety	313
Rebuilding Boundaries	314
Experiencing the Pleasure of Non-Sexual Touch	314
Reintegrating Body Memories	315
Enhancing Psychotherapy Collaboration	315
Prerequisites for Working with Survivors	316
Practitioner Prerequisites	316
Psychological Understanding	316

Issues and Motivations	318
Ethical Dimensions	318
Secondary Traumatization	318
Supervision and Support	319
Client Prerequisites	319
Engaged in Psychotherapy	320
Appropriate Stage of Recovery	320
Consent to Communicate	320
Special Boundary Issues	320
Protocol for Working with Self-Disclosed Survivors	321
Initial Contact: The Phone Interview	322
The Physical Environment	322
First Session Preliminaries	323
The Pre-Treatment Mutual Interview	323
Review Policies	323
Take the Client History	324
Follow-Up Questions	325
Transition to Bodywork	326
Set Goals Together	326
Empower the Client	326
Create Emotional Safety	327
The Hands-On Treatment	328
Structure	328
Pace and Predictability of Touch	328
Voice Quality	328
Language	329
Being Present	329
Continuous Communications	329
Closure	329
Feelings	331
Conclusion	331

Appendix A Forms **333**

Boundary Clarification Activity Answer Key	334
Client Bill of Rights	335
Sample Massage Therapy Center Policies	338
Sample Asian Medicine Office Policies	340
Sample Massage Therapy Informed Consent	341
Sample School Clinic Informed Consent	342
Feelings List	343

Appendix B Codes of Ethics **345**

Alexander Technique International (ATI)	346
American Chiropractic Association (ACA)	348
American Holistic Nurses Association (AHNA)	349
American Massage Therapy Association (AMTA)	350
American Naturopathic Medical Association (ANMA)	351
American Nursing Association (ANA)	352
American Organization	
for Bodywork Therapies of Asia™ (AOBTA)	353
American Physical Therapy Association (APTA)	354
American Reflexology Certification Board (ARCB)	355

Associated Bodywork & Massage Professionals (ABMP)	356
College of Massage Therapists of Ontario (CMTO)	358
Complementary Therapists Association (CTHA)	360
International Council of Nurses (ICN)	362
Massage Association of Australia Ltd (MAA)	363
The National Certification Board for Therapeutic Massage and Bodywork (NCBTMB)	365
National Certification Commission for Acupuncture and Oriental Medicine (NCCAOM)	366
Ontario College of Reflexology (OCR)	367
Yoga Alliance (YA)	368
Glossary	369
Endnotes	375
Index	383
Continuing Education Series	389