



FSMTB
FEDERATION OF STATE
MESSAGE THERAPY BOARDS

MASSAGE AND BODYWORK

Guidelines for Practice

with COVID-19

Considerations

FSMTB MISSION STATEMENT

The mission of the Federation is to support its Member Boards in their work to ensure that the practice of massage therapy is provided to the public in a safe and effective manner.

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Introduction

Clean facilities, proper practitioner hygiene, procedures to ensure client safety, and disease prevention protocols have long been a cornerstone of professional massage and bodywork practice. The outbreak and rapid spread of coronavirus 19 (COVID-19) highlights the need for renewed attention and increased vigilance in these areas as states lift stay-at-home orders (also called stay-in-place orders) and massage and bodywork practitioners return to practice.

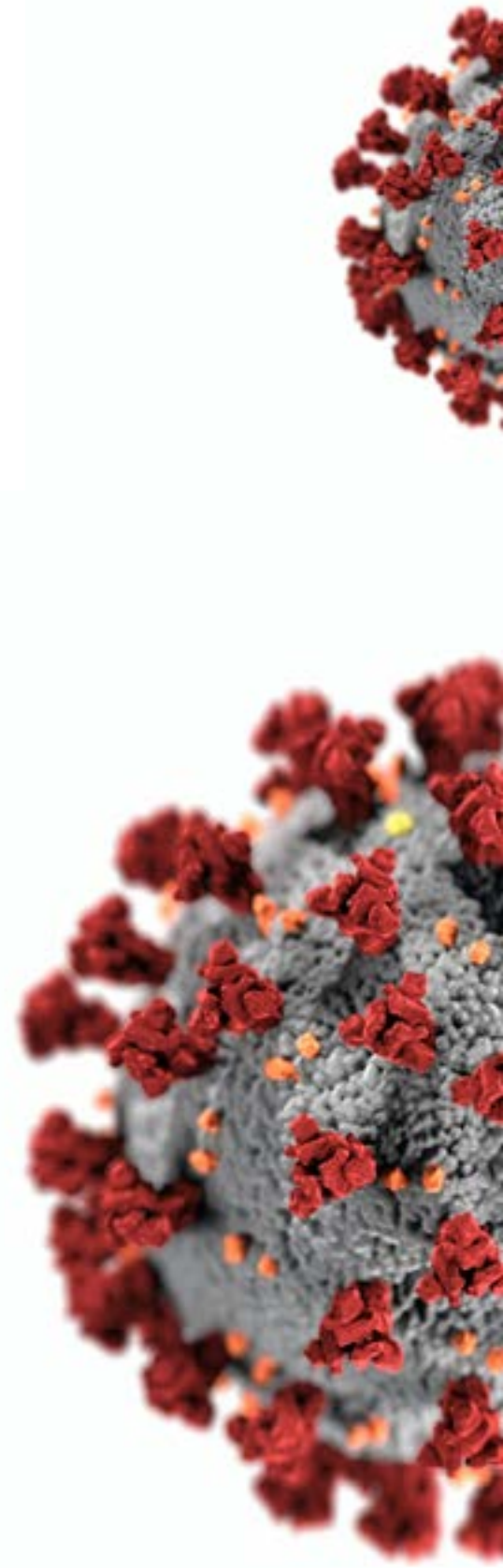
The Federation of State Massage Therapy Boards (FSMTB) is pleased to present the *Guidelines for Practice with COVID-19 Considerations*. This document contains recommendations and guidelines for massage and bodywork practitioners to mitigate the spread of COVID-19.

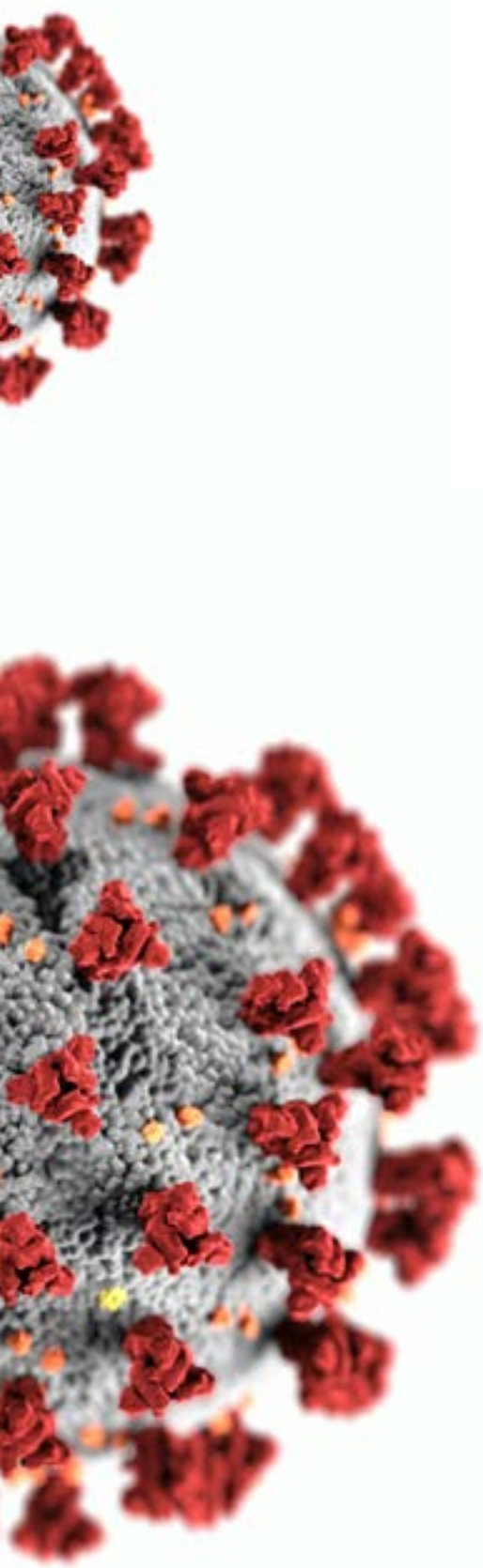
The intent of this document is to provide a resource to FSMTB Member Boards and Agencies, massage and bodywork professionals, and massage school staff in order to support public protection. Readers are encouraged to refer to and use the FSMTB *Guidelines for Practice with COVID-19 Considerations* within the confines of the regulatory structures of their respective states.

FSMTB recognizes that some customization and flexibility are necessary to allow these concepts to be of assistance in each jurisdiction and practice setting. Each massage practice will have its own time frame for returning to work based on the state's stay-at-home orders, supply of personal protective equipment (PPE), funding for massage programs, availability of COVID-19 tests, COVID-19 testing rates, and stable or falling COVID-related hospitalization rates for two weeks or more.

These recommendations and guidelines do not replace any directives or guidance provided by federal or state agencies, regulatory boards, or other authorities having jurisdiction.

Where conflicts occur, the stricter requirement will apply.





The Centers for Disease Control and Prevention (CDC) offers extensive guidelines for healthcare professionals related to preventing disease and the spread of COVID-19.¹ At the core of CDC recommendations for healthcare professionals is the concept of Standard Precautions.

The CDC defines Standard Precautions as:

“The minimum infection prevention practices that apply to all patient care, regardless of suspected or confirmed infection status of the patient, in any setting where health care is delivered.”

No matter the overall health picture of a client, massage professionals must apply minimum infection prevention practices with strict attention to protect the client and themselves from the spread of infection.²

The FSMTB *Guidelines for Practice with COVID-19 Considerations* references Standard Precautions and Transmission-Based Precautions, CDC protocols and adapts them to the specific practice environment of massage and bodywork. Whenever possible, this document reflects specific CDC recommendations to provide guidance on facility cleanliness and disinfection, use of PPEs, facility policies and procedures, and requirements for massage practitioner hygiene.

See the [Resources](#) section for a complete list of the governmental guidelines that inform this document. In some cases, when appropriate, specific documents or research studies are referenced and listed in the References section.

Please note that COVID-19 is a rapidly evolving situation. The FSMTB affirms the importance of regulated massage and bodywork professionals who are adequately informed to practice safely and competently. This document will be modified as necessary when further relevant information becomes available. We invite both your use of these *Guidelines for Practice with COVID-19 Considerations* and your ongoing interest in future versions of this essential resource.



GUIDELINES FOR

Facility Cleanliness, Disinfection, and Disease Prevention

Infection control guidance from the CDC reminds healthcare providers that COVID-19 is spread primarily through person-to-person contact. Infectious respiratory droplets, produced when someone with COVID-19 coughs, sneezes, or speaks, can land on the eyes, mouth, or nose of an uninfected person, or be inhaled by an uninfected person standing close by. Smaller droplets may hang in the air for a period of time, while heavier droplets fall to surfaces. An uninfected person might touch a contaminated surface and then touch their face, mouth, or nose giving the virus entry to the body. Protocols that reduce the dispersal of respiratory droplets and the regular disinfection of surfaces in a massage workplace help reduce the spread of COVID-19.^{3,4}

Here, guidance is provided on cleaning and disinfecting products, cleaning and disinfection of different areas of a massage facility, methods that reduce the entry of COVID-19 to a facility, and the management of potentially contaminated linens.

Cleaning and Disinfecting Products



- » **Commercial or household-grade products** may be used for routine cleaning such as washing surfaces with soap and water to remove visible soil, dusting, and cleaning glass surfaces with a glass cleaner.

- » **Homemade cleaning products (e.g., vinegar and essential oils) are not approved cleaning agents or disinfectants.**

- » **Disinfectants registered by the Environmental Protection Agency (EPA)** must be used to disinfect surfaces that may become contaminated through touch or respiratory droplets during a workday.

- » **Disinfect surfaces** by applying an EPA-registered disinfectant to the surface, following label directions. If surfaces are dirty, they must first be cleaned to remove dirt or impurities, followed by disinfection.

- » **Fabrics such as curtains or upholstery are disinfected with fabric-specific EPA-registered disinfectants.**

- » **Find an EPA-registered disinfectant specific for use against SARS-CoV-2** (*the virus that causes COVID-19*) at www.epa.gov/pesticide-registration/list-n-disinfectants-use-against-sars-cov-2.

- » **Follow the label directions for the use** of all cleaning and disinfecting products and follow recommended contact times (amount of time a surface should be visibly wet with the product).

- » **Some cleaning and disinfection products require ventilating the space** by opening doors and windows and by running fans to reduce the airborne presence of cleaning chemicals.

- » **Some cleaning and disinfection products require wearing cleaning gloves, eye protection, and a face mask.**

Guidelines for Specific Facility Areas

Massage professionals and massage business owners are encouraged to consider the areas of their businesses that need to be regularly disinfected, how surfaces are touched or potentially contaminated, how different types of surfaces can be disinfected (e.g., *disinfecting fabrics such as curtains or upholstery as opposed to hard surfaces such as countertops*), the disinfection products needed to respond effectively to COVID-19, and ways to reduce the likelihood that COVID-19 could enter their facilities.

THE RECEPTION AREA

- » **Declutter and remove items** from the reception area that might become contaminated and require repeated disinfecting (e.g., *magazines, pamphlets, knickknacks, candy bowls, the tea station, etc.*).
- » **Organize the reception area to promote physical distancing** by removing chairs, spacing chairs 6 feet (2 meters) apart, placing tape in the shape of an X on areas where people should not sit or stand, or by blocking off the reception area and escorting clients directly to session rooms (see [Policies and Procedures](#)).
- » **Make alcohol-based hand sanitizer** (60-95% alcohol) easily accessible to clients entering the facility and encourage clients to sanitize their hands upon arrival.
- » **Make tissues and no-touch trash cans available** for the practice of respiratory hygiene and cough etiquette.
- » **Encourage clients to wear their own face mask to the facility.** Provide surgical or other disposable face masks to those without a face covering upon arrival.
- » **Place signs** (available from the CDC) at eye level to educate clients about respiratory hygiene and cough etiquette, hand hygiene, symptoms of COVID-19, and physical distancing.
- » **Disinfect high-touch surfaces** (surfaces that are handled frequently throughout the day by numerous people) between clients with an EPA-registered disinfectant. High-touch surfaces include door handles, counters, tabletops, pens or pencils used to complete paperwork, clipboards, desks, light switches, water fountains, and payment touch screens.
- » **Ventilate** the reception area often by opening doors and windows to circulate fresh air and by using HEPA air filtration systems when they are available.
- » **Clean floors** at the end of the day by mopping hard floors with an EPA-registered floor cleaner. Vacuum carpeted floors using a vacuum cleaner with a HEPA air filter if one is available. Wear a face mask and vacuum when there are no people in the space (*vacuums can disperse respiratory particles into the air*).

THE RETAIL AREA

As of May 18, 2020, the CDC does not offer guidance on the prevention of COVID-19 transmission in retail areas of hospitals or healthcare facilities. CDC recommendations applied to a retail area suggest these guidelines:

- » **The retail area should be clean, free of dust, and organized to promote the maintenance of physical distance.**

- » **Make alcohol-based hand sanitizer** easily accessible to clients entering the retail area. Clients are encouraged to sanitize their hands upon arrival.

- » **Retail items handled by clients are disinfected between clients.**

- » **Communal product samples** (*testers*) should be removed from shelves.

- » **High-touch surfaces** such as display tables, door handles, and payment touch screens are disinfected between clients.

THE RESTROOM

- » **Disinfect high-touch restroom surfaces between clients with an EPA-registered disinfectant.** High-touch surfaces include door handles, stall doors, the toilet seat, restroom counters, light switches, the toilet handle, faucet fixtures, the toilet paper dispenser, and the paper towel dispenser.

- » **Place signs at eye level** in the restroom to educate clients about proper hand washing.

- » **Place signs** indicating that toilet lids (*if present*) should be closed before flushing.

- » **Deep clean the restroom at the end of the workday** by cleaning the toilet bowl, toilet seat, the toilet lid, the walls around the toilet, and all surfaces with appropriate cleaning products and an EPA-registered disinfectant.

- » **Mop restroom floors** with an EPA-registered floor cleaner. Pay special attention to the floor around the toilet which may be a reservoir for microorganisms and body fluids.

- » **Ventilate restrooms overnight** by opening doors and windows or running a HEPA air filtration unit in the area.

HALLWAYS

- » **Disinfect high-touch surfaces between clients** with an EPA-registered disinfectant. High touch surfaces include handrails, door handles, keypads, light switches, and stairway banisters.



THE SESSION ROOM

- » **Declutter and remove items from the session room** that might become dusty, or contaminated and require repeated cleaning and disinfecting (e.g., *magazines, pamphlets, knickknacks, bookshelves, books, decorative tables, extra chairs, etc.*).
- » **Make alcohol-based hand sanitizer easily accessible to clients entering the session room.**
- » **Both the client and the practitioner must wear a face mask during the session.** The client must also wear a face mask from the time they enter to the time they leave the facility.
- » **Disinfect high-touch surfaces between clients with an EPA-registered disinfectant.** High touch surfaces include door handles, counters, tabletops, light switches, massage lubricant bottles, or any surface the practitioner or client might touch before, during, and after sessions.
- » **Handle soiled linens properly as discussed in the section titled Linen Management.**
- » **Cover the massage table or the warmer and padding on the massage table with a heavy-duty plastic sheet or table protector.** Disinfect the plastic sheet over the massage table with an EPA-registered disinfectant between clients. If a plastic sheet is not used, clean the massage table with soap and water between clients and wipe it with a massage table specific disinfectant.
- » **Prepare the massage table with clean linens as discussed in the section titled Linen Management.**
- » **Ventilate the session room between clients** by opening doors and windows to circulate fresh air and by using HEPA air filtration systems when they are available.
- » **Clean floors at the end of the day** by mopping hard floors with an EPA-registered floor cleaner. Vacuum carpeted floors using a vacuum cleaner with a HEPA air filter if one is available. Wear a face mask and vacuum when there are no people in the space.
- » **Ventilate the session room at the end of the day** by opening doors and windows to circulate fresh air and by using HEPA air filtration systems when they are available.

SPECIALIZED SPA EQUIPMENT

- » **Clean all specialized spa equipment according to the manufacturer's instructions, after each use.**
- » **Ultraviolet radiation (UV) is an accepted disinfection method** for spa equipment when appropriate, based on the manufacturer's recommendations.
- » **Flush hydrotherapy tub jets, foot basin jets, and whirlpool jets** with a manufacturer-approved disinfectant between clients.

THE BREAK ROOM

- » **Declutter and remove items** from the break room that might become contaminated and require repeated disinfecting.
- » **Organize the break area to promote physical distancing** by removing chairs, spacing chairs 6 feet apart, and placing tape in the shape of an X on areas where people should not sit or stand.
- » **Staff should wash their hands with soap and water** or apply an alcohol-based hand sanitizer directly before entering or upon entering the break area.
- » **Hang signs at eye level** to remind staff about respiratory hygiene and cough etiquette, hand hygiene, and physical distancing.
- » **Stagger break times** to reduce the number of people in the break room at one time.

- » **Clean and disinfect showers, sauna, steam cabinets, wet tables, hydrotherapy tubs, bathtubs, foot soaking basins, and other equipment with an EPA-registered disinfectant, after use with each client.** Dry the showers, hydrotherapy tubs, bathtubs, wet tables, and foot soaking basins completely with clean towels, after proper disinfectant surface contact times are observed.
- » **Clean and disinfect high touch wet room surfaces between clients with an EPA-registered disinfectant.** High touch surfaces include door handles, handrails, counters, faucet fixtures, light switches, seating, and the floor around tubs, wet tables, and showers.
- » **Wear face masks** in the break room when not consuming food or beverages.
- » **Hang signs** to remind staff to clean and disinfect any surfaces they touch in the break room with an EPA-registered disinfectant directly before exiting the area. Surfaces include door handles, counters, tabletops, light switches, cabinet doors, the coffee or tea maker, the refrigerator door handle, chair backs, vending machine, or other surfaces.
- » **Clean floors** at the end of the day by mopping hard floors with an EPA-registered floor cleaner. Vacuum carpeted floors using a vacuum cleaner with a HEPA air filter if one is available. Wear a face mask and vacuum when there are no people in the space.
- » **Ventilate the break room** often by opening doors and windows to circulate fresh air and by using HEPA air filtration systems when they are available.

THE LAUNDRY ROOM

- » **Maintain a physical distance of 6 feet** while using the laundry room and limit the number of people who are in the laundry room at one time.

- » **Follow guidelines for the proper management of linens as discussed in the section titled, [Linen Management](#).**

- » **Disinfect surfaces** in the laundry room at the end of the day with an EPA-registered disinfectant. Surfaces include linen storage containers, countertops, cabinet handles, detergent bottles, door handles, light switches, and the controls on the washer and dryer.

- » **Clean floors** at the end of the day by mopping hard floors with an EPA-registered floor cleaner. Vacuum carpeted floors using a vacuum cleaner with a HEPA air filter if one is available. Wear a face mask and vacuum when there are no people in the space.

- » **Ventilate the laundry room** by opening doors and windows to circulate fresh air and by using HEPA air filtration systems when they are available.



ONSITE AND OUTCALL LOCATIONS

Onsite locations refer to places such as airport chair massage businesses and corporate settings, or anywhere massage is performed in a massage chair or on a portable massage table at locations where clients are not enclosed in a session room and remain clothed throughout the massage.

Outcall locations refer to mobile massage provided in a client's home or hotel room.

While COVID-19 is present in a community, mobile massage/outcall massage is unsafe and therefore prohibited. Massage practitioners are unable to control the cleanliness or disinfection practices at client homes, exposing the massage practitioner to increased risk of infection.

At onsite settings, massage practitioners are still subject to the same cleanliness and disinfection protocols as other massage business locations, to the proper management of linens, to pertinent client policies and procedures, and to practitioner hygiene requirements discussed in other sections of this document.

- » **For corporate accounts, the practitioner should communicate with management ahead of time to inquire if any employees have been diagnosed with COVID-19 or other communicable diseases within 14 days of the massage practitioner's intended visit.** If infection is present, the practitioner should not perform massage at the location until it is verified that no employees have been diagnosed or experienced symptoms of COVID-19 in the past 14 days.
- » **Arrange with management ahead of time the use of a private space that allows for physical distancing.** Ideally the space would contain few surfaces that require disinfecting between clients.

- » **Organize the space to promote physical distancing** by removing chairs, spacing chairs 6 feet apart, and placing tape in the shape of an X on areas where people should not sit or stand while waiting for their sessions.
- » **Make alcohol-based hand sanitizer** (60-95% alcohol) easily accessible to clients entering the area and encourage clients to sanitize their hands upon arrival.
- » **Encourage clients to wear their own face mask to the massage.** Require corporate accounts to provide surgical one-time-use or other disposable face masks to those without face masks. Both massage practitioners and clients wear face masks for the duration of sessions.
- » **Disinfect high-touch surfaces between clients** with an EPA-registered disinfectant. High touch surfaces include door handles, counters, light switches, massage lubricant bottles, pens and clipboards used for health intake processes, or any surface the client or practitioner might touch during a session.
- » **Disinfect the entire massage chair** including all surfaces of the face rest with an EPA-registered disinfectant between clients, following product label directions for proper application and dry time.
- » **Provide a clean face-rest cover for each client.**
- » **At onsite locations, soiled linens are stored in a leak-proof bag such as a heavy trash bag until they can be laundered as discussed in the section titled, [Linen Management](#).** Ensure this bag is carefully sealed before linens are transported in a vehicle.

Linen Management

Linens include massage sheets, face-rest covers, pillow cases, bolster covers, hand towels, bath sheets or towels, bath or shower mats, hair wraps, bathrobes, blankets, and any other cloth material used to cover surfaces or cover the client during a massage session.

Soiled linens are defined as any cloth material used during a massage session that makes contact with the client's skin or hair. Any linen that touches a client's skin or hair must be properly laundered before use with another client.



- » **Wear a face mask** while handling soiled linens when COVID-19 is present in the community.

- » **If blood or body fluid is present on the linens, wear gloves when handling the linens and store the linens in a leak proof bag separately from other soiled linens.**

- » **At the conclusion of a massage session, identify, gather, and remove all soiled linens from the session room.** Do not leave soiled linens in the session room.

- » **Do not shake soiled linens** as this may disperse contaminated respiratory droplets into the air.

- » Typically, linens are stored in a ventilated container in the laundry area. **While COVID-19 is present in a community, store linens in a closed container.**

- » **Wash soiled linens with detergent in hot water and dry it completely using heat.** Wash linens promptly (*by the end of the workday*).

- » **Linens soiled with blood or body fluid are washed separately with hot water, detergent, and fabric-safe bleach and then dried with heat.**

- » After handling soiled linens, massage practitioners should **immediately wash or disinfect their hands** as described in the section titled [Hand Hygiene](#).

- » Before handling clean linens, massage practitioners should **disinfect their hands with an alcohol-based hand sanitizer** as described in the section titled [Hand Hygiene](#).

- » **Clean linens are stored in the session room** (not in the laundry area where they might come into contact with soiled linens) in a closed container until use.



GUIDELINES FOR Policies and Procedures

These updates and changes to standard massage policies and procedures aim to decrease health risks while COVID-19 is present in communities. Symptoms of COVID-19, waiting for the results of a COVID-19 test, and a positive COVID-19 test contraindicates massage. The FSMTB assumes that massage is only practiced when it is authorized by state and local regulations. **The FSMTB recommends these policy changes and procedural guidelines.**

Changes to Client Informed Consent

Massage practitioners must assume that clients are unaware that the risk of infection from COVID-19 increases through close contact with other people, like the level of contact required to provide massage. Therefore, practitioners must inform clients of this risk and obtain their signature indicating that they understand the risk and wish to receive massage therapy.

Sample language:

“I understand that close contact with people increases the risk of infection from COVID-19. By signing this form, I acknowledge that I am aware of the risks involved and give consent to receive massage from this practitioner.”

Practitioners must also alert clients of procedures related to possible exposure to COVID-19.

Sample language:

“I understand that my name and contact information might be shared with the state health department in the event that a client or practitioner at this facility tests positive for COVID-19. My contact details will only be shared in the event they are relevant based on suspected exposure date, and only for appropriate follow-up by the health department.”

Changes to Session Scheduling

- » If multiple massage practitioners work at one facility, **stagger session schedules** to prevent crowding in reception areas. Promote physical distancing of 6 feet of space between all people at the facility.
- » **Allow ample time between clients** to properly use disinfectant products, including required contact times.
- » **Clients receiving massage require pre-session health intake processes and communication.** Therefore, walk-in appointments are not advised. Change your current policies to “by appointment only.”

Changes to Health Screening Procedures



- » If possible, **conduct health intakes and updates to client health forms before the client's session** through email and a phone call.

- » **Include a COVID-19 specific health intake addendum** (see [Appendix A](#) for an example) as part of emailed client health forms. Use this form to determine if it is safe for the client to visit the massage facility.

- » **Alternatively, screen clients by asking COVID-19 specific questions including:**

- › **Have you been asked to self-isolate or quarantine** by a doctor or a local public health official in the last 14 days?

- › **Have you experienced any cold or flu-like symptoms** in the last 14 days (*fever, cough, shortness of breath or other respiratory problem*)?

- › **Have you had close contact with or cared for someone diagnosed with COVID-19**, or someone exhibiting cold or flu-like symptoms within the last 14 days?

- › **Have you been tested for COVID-19?** What type of test did you have? When were you tested? What was the result?

- » **If you have any reason to suspect that the client is not completely healthy, postpone their session.**

Changes to Client Arrival Procedures



Clients at High Risk

Unless otherwise directed by the client's primary healthcare provider, clients at higher risk of severe illness from COVID-19 should forgo massage while the virus is present in their communities.

- » **Ask clients to wait in their cars or outside** until you text them or call them to come in.

- » **Greet clients at the door, avoiding practices such as handshaking or hugging.** Use a no-touch thermal temperature scan to confirm the client's temperature is no higher than 100.4°F [38°C]. If a client has a temperature above 100.4°F, or if they have developed cold or flu-like symptoms or other symptoms suggesting illness since the pre-session phone call, reschedule their massage session and suggest that they call their primary care provider for consultation.

- » **If the client arrives wearing medical gloves, request that they remove these gloves before entry, as gloves may be contaminated with respiratory droplets from the client touching their nose or face.**

- » **Confirm that the client has an acceptable face mask.** If the client does not have an acceptable face mask, provide the client with a disposable face mask.

- » **Ask the client to sanitize their hands with an alcohol-based hand sanitizer and demonstrate how to put on and take off the face mask correctly** (*use your own mask as an example*). The client should sanitize their hands before putting on their mask.

- » **Escort the client to the session room.**

- » While information is still limited, the **CDC indicates that these underlying conditions** place people at higher risk for severe illness from COVID-19:
 - » *People 65 years or older*

 - » *Chronic lung disease*

 - » *Moderate to severe asthma*

 - » *Heart conditions*

 - » *Compromised or suppressed immunity*

 - » *Severe obesity (body mass index of 40 or higher)*

 - » *Diabetes*

 - » *Chronic kidney disease*

 - » *Liver disease*

Changes to Session Procedures

While COVID-19 is present in the community, these changes to session procedures are advised:

-
- » **Friends and family of the client are not allowed to wait** in the reception area while the client receives massage, unless they are that client's legal guardian.
-
- » **Both the practitioner and client must wear a face mask during the session.** The client must also wear a face mask from the time they enter to the time they leave the facility.
-
- » The CDC suggests that COVID-19 infected respiratory droplets can be dispersed when people talk. For this reason, **talking is limited to communication about pressure, warmth, and comfort** while in the enclosed space of the session room.
-
- » **Intra-oral or nasal massage is prohibited** at this time because it increases the risk of COVID-19 exposure.
-
- » Because a face mask is worn for the duration of the massage, **safe face massage is not possible and therefore prohibited at this time.**
-
- » **If possible, process the client's payment and rebooking the next session in the session room after the client has had the opportunity to dress.** The disinfection load on the facility is reduced when there is less opportunity for clients or practitioners to contaminate surfaces when performing these session procedures.
-
- » **If applicable, utilize electronic methods for charting and client surveys/feedback.**
-
- » **Practitioners should disinfect their hands directly after handling client payment materials such as credit cards, cash and receipts as these surfaces may be contaminated.**
-
- » **Request that the client sanitize their hands** with an alcohol-based hand sanitizer directly before they leave the session room and before they pass through common areas of the facility.
-



Client Follow Up Procedures

- » **Ask clients to share if they have developed any cold or flu-like symptoms or tested positive for COVID-19.**

- » **Massage practitioners are not authorized to share the health data of their clients without the client's written consent.**
However, should a client develop symptoms of COVID-19 within two weeks of a session, practitioners should contact their local health department for consultation and guidance.

Client Communication

- » **Update the business website to reflect business policy and procedural changes related to COVID-19.**

- » **Communicate policy and procedure changes to clients during the booking phone call.** Email clients an outline of procedures they can expect as part of the health intake phone call and when they arrive at the business for their session. (See [Appendix C](#) for a Sample Client Notice.)



GUIDELINES FOR

Practitioner Hygiene

Hygiene is defined as the practice or principles of keeping oneself or the environment clean in order to maintain health and prevent disease. Proper practitioner hygiene reduces the spread of infectious pathogens to others and increases the likelihood that the practitioner remains healthy.

Cleanliness on Workdays

- » **Practitioners must shower and wash their hair on workdays.** Facial hair is neatly trimmed. Long hair is pulled back and
- » **Practitioners must practice appropriate oral healthcare** before sessions, between sessions, and after consuming food or beverages.
- » **Practitioners keep their fingernails short**, filed to a smooth edge, and natural (*no nail polish, long nails, or artificial nails*).
- » **Practitioners remove rings, bracelets, watches, and fitness trackers from their hands, wrists, and forearms during the massage workday.**

Hand Hygiene

Follow the CDC protocol for proper hand washing directly before every massage session, directly after every massage session, directly after using the restroom, directly after handling soiled linens, and directly before and after eating while at work. Increased hand washing helps protect against infectious diseases.

- » **Wet the hands** with water of any temperature.
- » **Add liquid soap to wet hands** and use friction for 20-seconds to work the soap into a lather and lift contaminants off the skin's surface.
- » **Use friction on every surface of your hands.** Rub your hands palm to palm, lather the backs of your hands, scrub between your fingers and thumbs, rub the backs of your fingers on the opposing palms, and clean your thumbs and fingertips.
- » **Because massage practitioners provide massage with the forearms and elbows, wash these areas with soap and water, too.** Lather the entire forearm over the elbow for an additional 20 seconds of friction.
- » **Rinse** the hands, elbows, forearms and wrists with water.
- » **Dry the arms and hands** with disposable paper towels and use the same paper towels to turn off the water and open any doors on the way to the session room.

Use of Alcohol-Based Hand Sanitizers



- » Alcohol-based hand sanitizers (hand sanitizer) used in a massage practice should contain between **60-95% alcohol**.

- » **Apply enough hand sanitizer** to cover your hands, forearms, and elbows.

- » Rub the hands together and rub the hands over the forearms and elbows using friction until the product is completely dry.

- » **Note that hand washing with liquid soap and water is preferable to the use of hand sanitizer**, but hand sanitizer may be used when soap and water are not available.

- » Be aware that **hand sanitizer is less effective when applied to greasy hands** (e.g., when hands are covered by massage lubricant).

- » Use hand sanitizer **directly before you touch a client** to begin a massage **and directly after you complete a massage** before you leave the session room.

- » **If liquid soap and water is not readily available**, use hand sanitizer directly after handling soiled massage linens.

- » Use hand sanitizer **directly before you handle clean massage linens** to prepare the massage table.

- » Use hand sanitizer **directly before you put on a face mask** and **directly after you remove a face mask**.

- » Use hand sanitizer **directly before you put on medical gloves** and **directly after you remove medical gloves**.

- » Use hand sanitizer **directly after you absentmindedly or inadvertently touch your face, mouth, nose, facial hair, or hair during a massage session and before you resume massage**.

- » Use hand sanitizer **directly after you sneeze into an elbow**.

- » Use hand sanitizer **directly after handling anything that is potentially contaminated**.



Respiratory Hygiene and Cough Etiquette

Respiratory hygiene and cough etiquette aim to prevent or reduce the distribution of respiratory droplets into the environment.

Respiratory hygiene and cough etiquette are practiced consistently by massage practitioners and encouraged in clients.

- » **Cover the mouth and nose** when coughing or sneezing with a tissue. If a tissue is not available, cough or sneeze into an elbow.

- » **Dispose of soiled tissues** immediately after use in a no-touch trash can.

- » **Wash your hands after contact with respiratory secretions.** If soap and water is not available, decontaminate your hands with an alcohol-based hand sanitizer.

- » **To encourage respiratory hygiene and cough etiquette, provide tissues, no-touch trash cans, and alcohol-based hand sanitizer throughout the massage facility.** Post signs to educate clients and remind staff to practice respiratory hygiene and cough etiquette while at the massage facility.

Use of Appropriate Personal Protective Equipment

Personal protective equipment (PPE) refers to gloves, face masks, respirators, protective eye wear, and special clothing healthcare professionals use to shield themselves from infectious diseases while working with patients and clients. In response to COVID-19, massage practitioners are advised to use face masks and protective clothing. Gloves are worn to handle potentially contaminated linens and when discontinuous skin, blood, or body fluid is present.

FACE MASKS

- » **Disposable surgical face masks are thin, paper-like material that fit loosely around the mouth and nose.** They are disposable and replaced with a fresh mask at the end of each massage session. Surgical masks block large-particle respiratory droplets from being expelled or inhaled.
- » **N95 respirators, simply called “respirators” offer more protection.** They protect against large and small particle droplets dispersed from the respiratory system. They do not fit properly when worn over facial hair because they must adhere to smooth skin.
- » **Respirators are worn for a massage workday and decontaminated by storing them in a breathable paper bag for 24 hours before they are reused.** COVID-19 persists for 17 hours on respirator material. The CDC notes that respirators can be recycled in this way until they show signs of wear or fail to adhere to smooth skin.
- » **Directly before putting on a mask, wash hands with liquid soap and water or sanitize them with an alcohol-based hand sanitizer.**
- » **Cover the nose and mouth with the mask and tighten the straps to ensure that there are no gaps around the edges of the mask.** With respirator masks, place both clean hands completely over the mask and inhale strongly. The mask should pull into your face.
- » **Avoid touching the outside surface of the face mask** and the inside surface of the face mask while wearing the mask as these surfaces are contaminated.
- » **If you touch your mask while providing massage, pause and sanitize your hands with alcohol-based hand sanitizer before you resume.**
- » **Remove the mask from behind to avoid touching the surface of the mask,** wash hands with liquid soap and water or sanitize them with an alcohol-based hand sanitizer.



PROTECTIVE CLOTHING

- » While COVID-19 is present in the community, **cover your clothing with protective aprons, short-sleeved lab coats, or disposable medical gowns.** Change these protective garments between clients.
- » Alternatively, **purchase multiple pairs of scrubs** and change them between clients.
- » **The CDC recommends changing out of work clothes and work shoes into street clothes and washing work garments at the healthcare facility** to avoid the transport of potentially contaminated items to the healthcare professional's home.
- » If circumstances do not permit laundering on site, **work clothes should be removed and contained for laundering**, prior to entering the home environment.
- » **Safety goggles or glasses** (*note: eyeglasses are not acceptable protection*) must be washed between each client or replaced.

GLOVES

- » **Practitioners use nitrile or vinyl, un-powdered gloves anytime the potential exists to come into contact with blood or body fluids** including when a client has broken skin in an area where massage is provided or when the practitioner has broken skin on the hands or forearms.
- » **Considerations for COVID-19 do not require special glove use.** Gloves might be worn when handling potentially contaminated laundry, but are not necessary so long as the practitioner practices correct hand hygiene. Heavy duty nitrile cleaning gloves can also be worn, sanitized and reused, reducing environmental waste.



Self-Monitoring for Signs and Symptoms of COVID-19

- » **The practitioner should self-monitor** for the signs and symptoms of COVID-19 every day.

- » **Take your temperature before the workday** and then **again in the afternoon** (*when viruses tend to spike temperature*).

- » **COVID-19 causes a wide range of symptoms.** Treat any new symptom as suspicious. The most common symptoms are mild cold or flu-like symptoms, especially a cough, sore throat, and shortness of breath.

- » **Should a practitioner develop a temperature or symptoms of illness, they should cancel their massage appointments** and self-isolate for 14 day or seek to obtain COVID-19 testing so they can be cleared of infection and return to work.

Exposure or Expected Exposure to COVID-19

- » **In the event that a practitioner suspects that they have been exposed to COVID-19** they should self-isolate until they can obtain testing and be cleared of infection.

- » **If a client calls to report that they have tested positive for COVID-19 within 2 weeks of the massage session,** the practitioner should self-isolate until they can obtain testing and be cleared of infection.

COVID-19 Testing

- » **If you believe you need a COVID-19 test,** contact your primary care provider for consultation and guidance.

- » **COVID-19 testing may also be available at a local urgent care facility.** Call to make an appointment or receive consultation and guidance.

- » Because of the widespread unavailability of tests and their need by healthcare professionals at higher risk of infection, **the FSMTB is not recommending the mandatory and regular testing of massage professionals.**



GUIDANCE FOR Massage Schools

The outbreak of COVID-19 disrupted colleges, universities, and vocational programs across the country. Now, as states begin to lift stay-at-home orders, schools are preparing their campuses for the return of students in communities where COVID-19 is still present.

The guidance offered here is meant to supplement procedures already in place from the U.S. Department of Education and each state's Department of Education. Schools must adhere to the policies outlined by these governmental institutions. Therefore, direction offered by the FSMTB is massage and bodywork specific and school administrators are asked to apply information from previous sections to the practice of massage in the classroom and student clinic.

If a student, faculty, or staff member becomes sick with symptoms of COVID-19, or tests positive for COVID-19, ask that person to self-isolate and contact the state health department for consultation and guidance.

Here we'll address school cleanliness, disinfection, and disease prevention, classroom policies and procedures, and COVID-19 training.

School Cleanliness, Disinfection, and Disease Prevention

Review the section of this document titled *Facility Cleanliness, Disinfection, and Disease Prevention*. These guidelines apply to the school reception area, retail area, restroom, hallways and stairways, session rooms, specialized spa equipment, the break room, and the laundry area of the student clinic.

In general, and for all areas of your school:

- » **Declutter and remove any unnecessary items** from school areas to reduce the daily disinfection burden of wiping surfaces (*e.g., magazines, books, bookshelves, knickknacks, candy bowls, tea stations, damaged equipment waiting to be fixed, learning tools that are rarely used, etc.*).

 - » **Organize school areas to promote physical distancing by removing chairs**, spacing chairs 6 feet apart, placing tape in the shape of an X on areas where people should not sit or stand, or by blocking off areas where people may be tempted to congregate. If possible, install a safety plexiglass shield on reception counters as a physical barrier between people when conducting transactions.

 - » **Make alcohol-based hand sanitizer easily accessible** throughout the facility and encourage students, faculty, and staff to wash and sanitize their hands regularly.

 - » **Make tissues and no-touch trash cans available** for the practice of respiratory hygiene and cough etiquette.

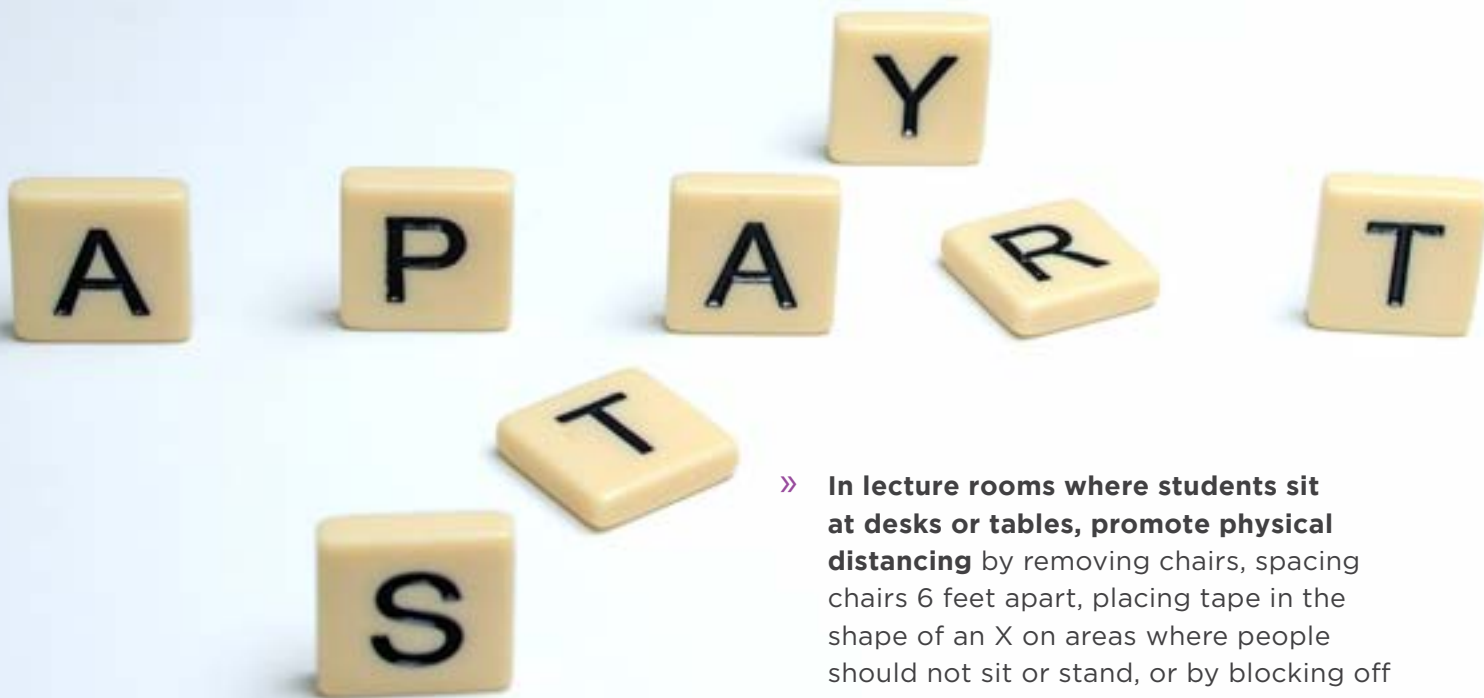
 - » **Encourage students, faculty and staff to wear their own face masks to the facility.** Provide surgical or other disposable face masks to those without a face covering upon arrival.

 - » **Place signs** at eye level to educate students, faculty, and staff about respiratory hygiene and cough etiquette, hand hygiene, symptoms of COVID-19, and physical distancing.
- » **Encourage students, faculty, and staff to clean and disinfect high-touch surfaces throughout the school day with an EPA-registered disinfectant.** High-touch surfaces include door handles, counters, tabletops, pens used to complete paperwork, dry erase markers, clipboards, bones and skeletons used as learning tools, desks, light switches, phones, and keyboards.

 - » **Ventilate areas of the school** to the degree possible by opening doors and windows to circulate fresh air and by using HEPA air filtration systems when they are available.

 - » **Clean floors at the end of the day** by mopping hard floors with an EPA-registered floor cleaner. Vacuum carpeted floors using a vacuum cleaner with a HEPA air filter if one is available. Wear a face mask and vacuum when there are no people in the space (*vacuums can disperse respiratory particles into the air*).





» **Review the section of this document titled, [Cleaning and Disinfecting Products](#) and purchase cleaning products and EPA-registered disinfectants to meet the cleaning needs for your school.** Make disinfection products readily available to promote regular high-touch surface decontamination.

» **Determine the number of people that can safely gather** in the school at one time (e.g., 25% of posted maximum capacity by order of the State Fire Marshal, 1 person per 110 square feet of usable space, or issued state requirement). Adjust classroom meeting days and times to accommodate this number, if needed.

» **In lecture rooms where students sit at desks or tables, promote physical distancing** by removing chairs, spacing chairs 6 feet apart, placing tape in the shape of an X on areas where people should not sit or stand, or by blocking off areas where people may be tempted to congregate. Students must wear masks during lectures.

» **Delineate lecture or teaching space for instructors that reminds students to maintain their physical distance.** Unmasked instructors must maintain 6 feet physical distancing from students. Identify areas where teachers can talk with students privately while maintaining physical distance.

» **In classrooms where students exchange massage and bodywork, place tape on flooring to indicate where massage tables are located.** Plan 10 feet of space between places where students stand while giving massage and the next massage area to allow movement around the table and avoid encroachment upon nearby peers.

» **Students should place their personal items on their own desk/table or designated area (e.g., locker).** Be sure locker assignments support physical distancing. Institute a regular schedule for emptying and disinfecting lockers.

Classroom Policies and Procedures

These updates and changes to standard massage policies and procedures aim to decrease health risks while COVID-19 is present in communities. The FSMTB recommends these policy changes and procedural guidelines.

- » **Both the student acting as a client and the student acting as a practitioner must wear a face mask for the duration of the massage exchanges.**

- » **To reduce risk, students acting as massage practitioners should wear a mask while giving massage to classmates and clients in the student clinic.** If N95 masks are used, supply 2 masks to each student. Masks are removed at the end of a class or student clinic shift and placed in a breathable paper bag for 24 hours. COVID-19 lasts on respirator mask surfaces for 17 hours. This practice ensures that students have a sanitary mask to wear to each massage exchange class or student clinic shift.

- » **Encourage and reinforce proper hand hygiene, proper respiratory hygiene and cough etiquette, ongoing physical distancing, and attention to disinfection of high-touch surfaces and surfaces potentially contaminated during massage exchanges.**

- » **The CDC suggests that COVID-19 infected respiratory droplets can be dispersed when people talk.** For this reason, ventilate student clinic session rooms and student classrooms to the degree possible or run HEPA air filtration units.

- » **Review the section titled [Linen Management](#) and ensure students bring a leak-proof trash bag to school for the transport of soiled linens from massage exchange classes.** Remind students that they should not shake soiled linens, but should wash linens promptly in hot water with detergent and dry them with heat. Students must bring freshly laundered linens to classes.

- » **During massage exchange classes, remind students to bring an extra set of clothing to wear after classes.** Students should change their clothing and place contaminated clothing in a leak-proof trash bag for transport home. Remind students to only remove this clothing from the trash bag when they are ready to wash it and to wash their hands demonstrating proper hand hygiene after handling potentially contaminated linens.

- » **Discuss lenience on attendance policies, student sick leave, and online makeup work with the state Department of Education and accreditation agencies.** Develop make up work that students can finish to maintain their grades should they become sick with any illness and need to self-isolate or await COVID-19 testing.

STUDENTS AT HIGH RISK

While information is still limited, the CDC indicates that these underlying conditions place people at higher risk for severe illness from COVID-19:

- › People 65 years or older
- › Chronic lung disease
- › Moderate to severe asthma
- › Heart conditions
- › Compromised or suppressed immunity
- › Severe obesity (body mass index of 40 or higher)
- › Diabetes
- › Chronic kidney disease
- › Liver disease

Unless otherwise directed by the student's primary healthcare provider, students at higher risk of severe illness from COVID-19 should take a leave of absence while the virus is present in their communities. If they choose not to take a leave of absence, schools should obtain student's written informed consent that they understand they are at high risk and wish to continue with their classes anyway.

SELF-MONITORING FOR SIGNS AND SYMPTOMS OF COVID-19

- ›› **Students, staff, and faculty should self-monitor** for the signs and symptoms of COVID-19 every day.
- ›› **Take your temperature before the workday and then again in the afternoon** (when viruses tend to spike temperature).
- ›› **COVID-19 causes a wide range of symptoms.** Treat any new symptom as suspicious. The most common symptoms are mild cold or flu-like symptoms, especially a cough, sore throat, and shortness of breath.
- ›› Should a school community member develop a temperature or symptoms of illness, **they should stay home from school and self-isolate for 14 days** or seek to obtain COVID testing so that they can be cleared of infection and return to school. For a sample Action Plan for a Positive COVID-19 Test, please see [Appendix B](#).

CHANGES TO STUDENT, FACULTY, AND STAFF ARRIVAL PROCEDURES

- » **Assign one or two staff members to greet the school community** at the primary entrance to the building.
- » **Students, staff, and faculty line up at the front door**, maintaining 6 feet of distance between them.
- » **Assigned staff members use no-touch thermal temperature scans to confirm entering people have a temperature that is no higher than 100.4°F.** Ask each arriving person if they have developed cold or flu-like symptoms or other symptoms suggesting illness. If anyone has a fever or has developed symptoms, they are sent home.
- » **Confirm that each arriving person is wearing an acceptable face mask** or provide them with a disposable face mask.
- » Ask each arriving person to **sanitize their hands upon arrival.**

COVID-19 Training

Students, faculty, and staff need to know the school's plan for ensuring their safety. Designate a school administrator, manager, supervisor, or other person to be responsible for monitoring the health of the faculty, instructors, and students and to enforce the COVID-19 safety plan. Use these guidelines as a training foundation.

Alert the school community to policy and procedural changes related to COVID-19 and cover:

- » COVID-19, what is it, what is known about transmission, symptoms, and risk factors related to massage and bodywork.
- » Methods for preventing the spread of COVID-19 in classrooms and in the student clinic.
- » How to practice proper hand hygiene, respiratory hygiene and cough etiquette, physical distancing, and disinfection of high-touch surfaces.
- » How to use PPE. How to put it on. How to take it off. When to use it.
- » School protocols and procedures related to COVID-19.
- » Student clinic protocols and procedures related to COVID-19.
- » Self-monitoring practices and what to do if you develop symptoms.



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SAMPLES

Appendices

Appendix A: Intake Form Addendum

Appendix B: Action Plan for Positive COVID-19 Test

Appendix C: Sample Client Notice

APPENDIX A:

Intake Form Addendum

To best protect your health and the health of others, please fill out this form before each massage and bodywork session. *Thank you!*

NAME: _____ **DATE:** _____

Have you been tested for COVID-19? If yes, what type of test did you have?

When was your test?

What were the results?

Have you been in places with a high infection rate within the last two weeks (e.g., state-designated “hotspots”)? If yes, please explain.

Please check if you are experiencing any of the following as a **NEW PATTERN** since the beginning of the pandemic:

- | | | |
|--|--|--|
| <input type="checkbox"/> Fever | <input type="checkbox"/> Nasal, sinus congestion | <input type="checkbox"/> Sudden onset of muscle soreness
(not related to a specific activity) |
| <input type="checkbox"/> Chills | <input type="checkbox"/> Loss of sense of taste or smell | <input type="checkbox"/> Rash or skin lesions
(especially on the feet) |
| <input type="checkbox"/> Cough | <input type="checkbox"/> Fatigue | |
| <input type="checkbox"/> Sore throat | <input type="checkbox"/> Shortness of breath | |
| <input type="checkbox"/> Diarrhea, digestive upset | | |

Do you have any new discomfort with exertion or exercise?

I declare that the information provided above is true and accurate to the best of my knowledge.

(print name)

(signature)

(date)

APPENDIX B:

Action Plan for Positive COVID-19 Test

IF SOMEONE ASSOCIATED WITH A MASSAGE THERAPY FACILITY TESTS POSITIVE FOR A CURRENT COVID-19 INFECTION:

If a massage practitioner, client, staff member, teacher, or any other personnel associated with an outpatient massage therapy facility (including private practice, school, clinic, spa, franchise, and others) tests positive for a current infection with SARS CoV-2 (COVID-19), then we recommend the following actions:

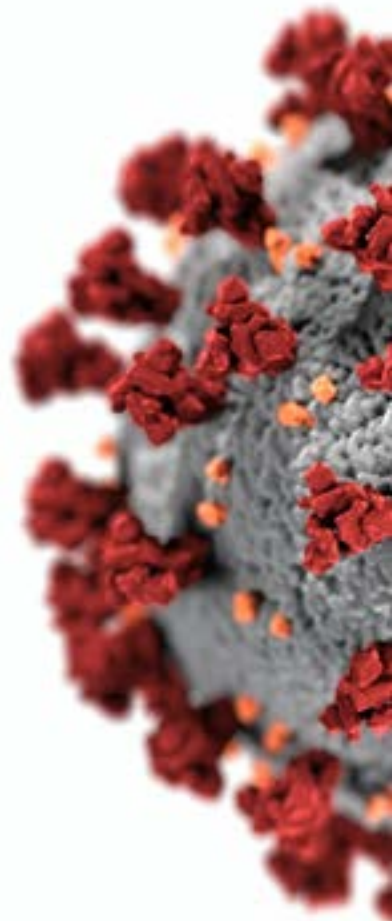
(Note: the terms “self-quarantine” and “close contact” are defined below.)

If the currently infected person is a client, patient, customer, or guest:

- The massage therapy facility complies with contact tracing efforts, working with the Department of Health and other entities as needed.

- The massage practitioner(s) who worked with the client gets tested for the virus (if possible), and must go into self-quarantine for 14 days following close contact with that client.

- All other clients of that massage practitioner who have had close contact with them in the meantime must be notified that they may have been exposed. (Public health statements recommend that they also go into self-quarantine for 14 days after their exposure, but that is not within the purview of the massage therapy facility.)



If the currently infected person is a massage practitioner or student working in a public clinic:

- The massage therapy facility complies with contact tracing efforts, working with the Department of Health and other entities as needed.
- All of the massage practitioner's clients from the two weeks leading up to the positive test must be informed that they have been exposed. (Public health statements recommend that they then go into self-quarantine for 14 days after their exposure.)
- The room(s) and all the tools that the massage practitioner used must be thoroughly disinfected and left unused for a minimum of three days, if possible.
- The massage practitioner must go into self-quarantine until they test negative and all symptoms have resolved.
- Any other personnel at the facility who had close contact with the massage practitioner must go into self-quarantine for 14 days after their exposure. This might be shortened if accurate testing determines that they are not infected.

If the currently infected person is a massage therapy student:

- The school complies with contact tracing efforts, working with the Department of Health and other entities as needed.
- The student must go into self-quarantine until they test negative and all symptoms have resolved.
- All of the students and staff with whom the infected person had close contact within the previous two weeks must be informed that they have been exposed. They must go into self-quarantine for two weeks after their last exposure. This might be shortened if accurate testing determines that they are not infected.
- The infected person's storage area must be emptied, disinfected, and left unused for a minimum of three days.

If the currently infected person is a staff member (front desk, teacher, school administrator, etc.)

- The facility complies with contact tracing efforts, working with the Department of Health and other entities as needed.
- The infected person must go into self-quarantine until they test negative and all symptoms have resolved.
- All people who work at the facility who had close contact with the infected person within the previous two weeks must be notified that they have been exposed, and they must self-quarantine for 14 days after their last exposure. This might be shortened if accurate testing determines that they are not infected.

DEFINITIONS

Self-Quarantine:

“You should monitor your health for fever, cough and shortness of breath during the 14 days after the last day you were in close contact with the person who had COVID-19. You should not go to work or school, and you should avoid public places for 14 days.”

<https://www.doh.wa.gov/Portals/1/Documents/1600/coronavirus/COVIDExposed.pdf>

<https://www.vdh.virginia.gov/coronavirus/coronavirus/local-exposure/>

NOTE: in addition to these guidelines, we recommend that if a person has been informed that they have been exposed to the virus, they should get tested if possible.

Close Contact:

CDC: March 19, 2020

Being within 6 feet of a person who has the virus for 30 minutes or more

(Note: some hospitals reduce the “safe” exposure time to 10 minutes or more.)

<https://www.cdc.gov/mmwr/volumes/69/wr/mm6911e1.htm>

CDC: April 15, 2020

Close contact for healthcare exposures is defined as follows: a) being within approximately 6 feet (2 meters) of a person with COVID-19 for a prolonged period of time (such as caring for or visiting the patient; or sitting within 6 feet of the patient in a healthcare waiting area or room); or b) having unprotected direct contact with infectious secretions or excretions of the patient (e.g., being coughed on, touching used tissues with a bare hand).

<https://www.cdc.gov/coronavirus/2019-ncov/hcp/guidance-risk-assesment-hcp.html>

CDC: May 5, 2020

a) Being within approximately 6 feet (2 meters) of a COVID-19 case; close contact can occur while caring for, living with, visiting, or sharing a healthcare waiting area or room with a COVID-19 case or **b)** having direct contact with infectious secretions of a COVID-19 case (e.g., being coughed on)

<https://www.cdc.gov/coronavirus/2019-ncov/hcp/clinical-criteria.html>

APPENDIX C:

Sample Client Notice

Dear **CLIENT**,

I hope this finds you and your family in good health. While many things have changed, one thing has remained the same: my commitment to your safety and health.

By its very nature, massage and bodywork requires skin-to-skin contact and you should be familiar with the fact that infection control has always been a top priority for my practice. As we navigate life with additional requirements and modify existing measures due to the coronavirus, please help me to support all of my clients by cooperating with some new requirements.

My practice follows Practice Guidelines recommended by the Federation of State Massage Therapy Boards (FSMTB), along with infection control recommendations made by the U.S. Centers for Disease Control and Prevention (CDC) and the Occupational Safety and Health Administration (OSHA).

You may see some changes when it is time for your next appointment. I made these changes to help protect my clients and myself. For example:

- I will communicate with you beforehand to obtain updates to your health information and ask you specifically about your potential exposure to COVID-19.
- When you arrive at the office, I'll ask that you wait in your vehicle until I text you or call you to come in. This ensures that we don't have too many people in the reception area at one time.
- I will greet you at the door and use a no touch thermal temperature screening to confirm that you don't have a fever.
- I'll ask you if you have developed any symptoms of illness since we spoke on the phone. If you feel ill on the day of your session, there is no penalty for canceling your appointment. Massage is not advised if you have any symptoms of illness.
- Please bring a face mask to use while you are in the building, and during your massage.
- I will ask you to sign an informed consent form that states, *"I understand that close contact with people increases the risk of infection from COVID-19. By signing this form, I acknowledge that I am aware of the risks involved and give consent to receive massage from this practitioner."*
- There is a hand-hygiene station that I will ask you to use when you enter the office. You will also find hand sanitizer in the reception area and other places in the office for you to use as needed.

I look forward to seeing you again and am happy to answer any questions you may have about the steps I take to keep you, and every client, safe in my practice. To make an appointment, please call my office at **xxx-xxx-xxxx**. My practice is tentatively scheduled to open on **day, month, date**.

Thank you for being my client. I value your trust and loyalty and look forward to welcoming you back to a safe, therapeutic touch environment.

Your Massage Therapist



Acknowledgments

The Federation of State Massage Therapy Boards extends acknowledgment and sincere appreciation to the members of the Practice Guidelines Task Force. The members of the Task Force worked diligently to research and prepare the Practice Guidelines and to share best practices for massage and bodywork practitioners during the global COVID-19 pandemic. The FSMTB is profoundly grateful for their subject matter expertise and their service.

TASK FORCE

CHAIR: **David A. Cox**, LMT
Maryland State Board of Massage Therapy Examiners

Laura Allen, LMBT
PRESIDENT OF SALES AND MARKETING: CryoDerm
North Carolina Board of Massage and Bodywork Therapy
(former)

Ed D. Bolden, DN, LMT
PRESIDENT: Arbor College – School of Massage
Tennessee Board of Massage Licensure

Karen Armstrong, LMT, BCTMB
MANAGER: Integrative Medicine – Beaumont Health
Michigan Board of Massage Therapy (former)

Becky D. Lesik, LMT
Pennsylvania State Board of Massage Therapy

Susan Salvo, EdD, LMT, BCTMB
AUTHOR: Pathology
DIRECTOR OF EDUCATION AND LEAD INSTRUCTOR:
Louisiana Institute of Massage Therapy
LEAD PRACTITIONER: Bodyworks Massage Therapy

Eric Stephenson, LMT, NCTMB
CHIEF WELLNESS OFFICER: Elements Massage

Deirdre Strunk, LMT
VICE PRESIDENT: Spa, Fitness and Beauty, Canyon Ranch
Nevada State Board of Massage Therapy

Ruth Werner, BCTMB
AUTHOR: Pathology

EXTERNAL REVIEWERS

The FSMTB appreciates those who supported the project by reviewing and providing comments during the preparation of the Practice Guidelines. Input from national organizational reviewers provided the Task Force with numerous perspectives before finalizing the document.

ABMP – Associated Bodywork and Massage Professionals
AMTA – American Massage Therapy Association
COMTA – Commission on Massage Therapy Accreditation
NCBTMB – National Certification Board for Therapeutic
Massage and Bodywork

TASK FORCE SUPPORT

Debra Persinger, PhD
FSMTB Executive Director

Lorena Haynes, LMT
FSMTB Director of Government Relations

Special acknowledgement and grateful appreciation is due to Anne Williams, LMT, CHT, Director of Education for Massage Mastery Online, for providing content structure and editorial services. To bring together the breadth of information and professional wisdom contributed by the task force members into one voice was no small feat. And to do so under extraordinary time constraints was a daunting challenge that few could tackle nor ably accomplish with such remarkable skill and grace.

FSMTB BOARD OF DIRECTORS

The Board of Directors represents 46 state licensing boards and agencies that regulate the practice of massage and bodywork in the United States and Territories. Thank you to the Board of Directors and the Member Boards for their leadership during the global COVID-19 pandemic and for swiftly addressing the need for Guidelines for Practice with COVID-19 Considerations.

ACTING PRESIDENT: **Craig Knowles**, LMT, BCTMB, CNMT
CHAIR: Georgia Board of Massage Therapy

TREASURER: **David Cox**, LMT
SECRETARY/TREASURER: Maryland State Board of Massage
Therapy Examiners

Robin Alexander, LMT
Louisiana Board of Massage Therapy (former)

Victoria Drago, LMT
Florida Board of Massage Therapy

Dianne Layden, Public Member
North Carolina Board of Massage and Bodywork Therapy
(former)

Charlene Russell, LMT
Mississippi State Board of Massage Therapy (former)

Thomas Ryan, JD
ADMINISTRATOR OF THE DIVISION OF LEGAL SERVICES
AND COMPLIANCE: Wisconsin Department of Safety and
Professional Services



FSMTB
FEDERATION OF STATE
MESSAGE THERAPY BOARDS

**The Federation of State Massage
Therapy Boards**

7300 College Boulevard, Suite 650
Overland Park, KS 66210

MBLEx Office

1.866.962.3926 | mblex@fsmtb.org

FSMTB Executive Office

913.681.0380 | info@fsmtb.org

fsmtb.org

PUBLISHED 2020.05.19

Nevada State Board of Massage Therapy Budget vs. Actual Fiscal Year 2020

As of 6/2/2020

	FY 2019 Actual Reconciled as of 6/30/19	FY 2020 Budget	Actual Jul 2019	Actual Aug 2019	Actual Sept 2019	Actual Oct 2019	Actual Nov 2019	Actual Dec 2019	Actual Jan 2020	Actual Feb 2020	Actual Mar 2020	Actual Apr 2020	Actual May 2020	Jun 2020	Total	Variance
Meals	0.00	0.00	0.00												0.00	0.00
Parking	30.00	530.00	0.00			56.00			53.00						109.00	421.00
Per Diem	531.00	1,872.00	279.00			109.00	264.00		199.00	143.00					994.00	878.00
Taxi/Shuttle	168.22	390.00	22.77			47.83	95.91								166.51	223.49
Total Out-of-State Travel	5,866.56	14,021.06	301.77	619.50	0.00	1,199.16	1,977.40		1,328.28	143.00	0.00	0.00	0.00		5,569.11	8,451.95
Expenses - Payroll and Benefits															0.00	0.00
Board Salaries	19,900.52	42,150.00	5,100.00	5,943.75			2,512.50	1,575.00		2,400.00					17,531.25	24,618.75
PEBP Employer Portion	59,125.74	64,905.85	4,457.76	5,343.34	5,638.01	5,279.83	5,289.65	5,299.23	6,465.55	3,678.92	4,857.84	5,245.16	5,126.43		56,681.72	8,224.13
Industrial Insurance/Workers Comp.	3,981.36	5,633.46		423.21				278.60	401.81	522.60	396.42	346.02			2,368.66	3,264.80
Medicare	6,446.95	7,533.65	774.59	1,049.61	418.77	424.86	606.73	569.32	610.11	617.76	402.35	441.20	441.54		6,356.84	1,176.81
Social Security for Board Members	0.00	2,613.30													0.00	2,613.30
Payroll Expenses	381,878.42	435,262.17	30,765.29	46,456.89	30,562.24	30,981.59	31,390.90	32,477.05	44,288.50	31,194.74	29,557.11	31,848.01	32,126.08		371,648.40	63,613.77
	(1,138.58)															
Retirement PERS 29.25%	98,864.32	126,612.18	8,381.68	12,776.95	8,493.48	8,616.13	8,735.85	9,050.31	12,077.36	7,769.72	8,009.21	8,492.03	8,505.12		100,907.84	25,704.34
Unemployment Reimbursement	0.00	0.00														
Temp. Services	0.00	0.00													0.00	0.00
Vacation Buy-Out	1,158.98	0.00													0.00	0.00
Sick Pay Buy-Out	0.00	0.00													0.00	0.00
Total Salaries, Wages and Benefits	570,217.71	684,710.62	49,479.32	71,993.75	45,112.50	45,302.41	48,535.63	49,249.51	63,843.33	46,183.74	43,222.93	46,372.42	46,199.17		555,494.71	129,215.91
Total Revenue and Income	1,548,965.95	487,252.00	28,798.76	62,107.64	29,352.45	34,988.14	38,302.95	23,582.60	78,450.71	37,631.93	29,369.34	24,755.69	48,390.00		435,730.21	(51,521.79)
Less Total Expenses	903,836.55	1,126,816.58	83,303.72	84,857.61	74,168.08	64,549.60	74,386.30	77,893.25	84,804.72	58,886.01	62,512.90	60,054.30	63,708.45		789,124.94	337,691.64
Net Profit/(Loss)	645,129.40	(639,564.58)	(54,504.96)	(22,749.97)	(44,815.63)	(29,561.46)	(36,083.35)	(54,310.65)	(6,354.01)	(21,254.08)	(33,143.56)	(35,298.61)	(15,318.45)		(353,394.73)	286,169.85

A 2 year renewal period requires that the Board maintain reserves equivalent to 12 months of the average monthly expenses. For calculating this, both FY 2019 and FY 2020 numbers were used.

Unrestricted Assets - Reconciled through April 30, 2020	June 2019	July 2019	Aug 2019	Sept 2019	Oct 2019	Nov 2019	Dec 2019	Jan 2020	Feb 2020	Mar 2020	Apr 2020	May 2020		
City Bank - Checking	445,661.05	409,800.93	337,517.44	276,653.75	238,046.30	199,362.57	137,825.87	91,356.85	45,132.32	54,903.80	19,625.65	59,597.18		
City Bank - Money Market Account	743,520.76	756,253.14	773,432.55	780,062.02	789,254.36	797,144.16	803,880.64	809,697.92	820,965.42	771,224.00	771,255.70	721,255.70		
City Bank - Certificates of Deposit	409,256.65	409,461.98	409,529.72	414,225.70	414,592.74	414,660.89	414,716.01	415,064.44	415,064.44	419,032.13	421,244.62	421,244.62		
Petty Cash - Reno	193.80	300.00	160.52	160.52	300.00	125.05	300.00	300.00	300.00	295.75	295.75	184.60		
Petty Cash - Las Vegas	183.34	200.00	200.00	191.35	175.70	175.70	175.70	160.70	160.70	160.70	160.70	160.70		
Total Unrestricted Assets	1,598,815.60	1,576,016.05	1,520,840.23	1,471,293.34	1,442,369.10	1,411,468.37	1,356,898.22	1,316,579.91	1,281,622.88	1,245,616.38	1,212,582.42	1,202,442.80		(353,199.22)
Net Increase/(Decrease)		(22,799.55)	(55,175.82)	(49,546.89)	(28,924.24)	(30,900.73)	(54,570.15)	(40,318.31)	(34,957.03)	(36,006.50)	(33,033.96)	(10,139.62)		(396,372.80)

Required Reserve Balance as of May 31, 2020	1,015,326.56	Calculated based on averaging FY 2019 Actuals with projected FY 2020
Reserve Balance - Combined Liquid Assets	1,202,442.80	
Projected net available beyond reserves (owed to reserves)	187,116.24	
FY 2020 projected net profit/(loss) for remaining months	(0.00)	
FY 2020 projected gain (shortfall)	187,116.24	

Adjustments/Notes

Adjustments will be made to EITS and PEBS expenses at the end of session.
 AB 542 Section 3 provides for a 3% cost of living increase to all unclassified state employees
 Legislature increased the fee for background checks to \$40.25 an increase of \$1.25 per background check above the anticipated increase.
 Fingerprint and background investigations costs increased by DPS effective 7/1/19 \$40.25 - no adjustment made to the budget
 10/30/19 Education was increased by \$2,100 and Out-of-State Travel was increased by \$4,100 to send Liz and Sandy to the FARB Forum
 \$64K of fines not received or transferred to the General Fund as of February 29, 2020
 inLumon checks for deliverables not completed as of 2/28/20 were voided resulting in \$8,075 credit to be used in the next few months once a new contract is issued in FY 2021 for the same deliverables.

April 3, 2020

Ms. Sandra Anderson
Executive Director
Nevada State Board of Massage Therapy
1755 E. Plumb Lane, Suite 252
Reno, NV 89502
VIA EMAIL: sjanderson@lmt.nv.gov

RE: Request for Comments on Nevada Administrative Code, Chapter 640C related to the practice of massage therapy, reflexology, and structural integration.

Dear Ms. Anderson:

The mission of the Federation of State Massage Therapy Boards (“FSMTB”) is to support our 46 member boards in their work to ensure that the practice of massage therapy is provided to the public in a safe and effective manner. The FSMTB is providing comment on the Nevada Administrative Code 640C related to the rules and regulations governing the licensure of massage therapy, reflexology and structural integration practitioners in Nevada.

FSMTB’s comment on 640C is restricted to 640C.050 related to the requirement to pass an examination prior to licensure and 640C.052 relating to the requirements for recognition of a massage therapy program by the Board.

FSMTB’s Comments on 640C.050 related to the requirement to pass an examination prior to licensure.

As you are aware, the purpose of a licensing examination is to identify persons who possess the minimum knowledge, skills and abilities necessary to safely and competently practice on the public. An examination used for licensing purposes must, at the very least, be reliable, valid, and legally-defensible. There are several factors to assess when considering whether an examination is appropriate for licensure. For example, licensing examinations should:

- Be based on a job-task analysis;
- Clearly communicate the test specifications or content outline;
- Be psychometrically valid, representing and assessing entry-level content important for public protection
- Produce consistent results from administration to administration; and
- Meet state and federal statutes and guidelines for licensure examinations.

April 3, 2020

NV State Board of Massage Therapy

Page 2

The Massage & Bodywork Licensing Exam (MBLEx), currently in use for licensing in Nevada, is the *only* assessment tool designed specifically to meet the needs of the state licensing boards to assess entry level knowledge and skills to practice safely and competently. The MBLEx is recognized as the sole examination for licensing by the Alliance for Massage Therapy Education (AFMTE), the American Massage Therapy Association (AMTA), Associated Bodywork and Massage Professionals (ABMP), the Commission on Massage Therapy Accreditation (COMTA), and the National Certification Board for Therapeutic Massage and Bodywork (NCBTMB).

The MBLEx includes input from massage and bodywork professionals to include reflexologists and structural integrators as part of its Job Task Analysis (JTA). The empirical data from the JTA confirmed that there is no difference in knowledge or skills required for the practice of massage, bodywork and somatic therapy at entry level. The MBLEx examines core competencies for safe and effective practice and is not technique-specific or specialty-focused. All certification exams, along with assessments offered by ITEC are not designed for, nor appropriate for, licensure purposes. The MBLEx is the only appropriate and fair entry-level licensure examination for all approaches to massage and bodywork practice.

FSMTB's comment on 640C.052, relating to the requirements for recognition of a massage therapy program by the Board.

Nevada Administrative Code 640C.52 states that a program requires that a pupil completes a minimum of 550 hours of instruction in specific courses before receiving a certificate of successful completion. As you know the FSMTB has created a Model Practice Act with the intent to provide a comprehensive resource to our members and to assist regulators with statutory language. The MPA content is based upon research, public input, and the collective wisdom of the Massage Therapy regulatory community. Within the Model Practice act is language that recommends a minimum of 625 clock hours for an entry-level massage or bodywork education. This is consistent with the recommendation resulting from the comprehensive review and analyses undertaken by the Entry Level Analysis Project (ELAP) workgroup, sponsored by the seven national massage therapy organizations. The specifics of the ELAP findings and recommendations can be found in a separate document (www.elapmassage.org). The Commission on Massage Therapy Education also supports 625 hours of education as part of their COMTA-Endorsed Curriculum.

In summary, the FSMTB recommends the use of the MBLEx as the sole licensure examination for all massage and bodywork practitioners and recommends a minimum of 625 hours of entry-level massage or bodywork therapy education for licensure.

Thank you for the opportunity to offer commentary to assist you in the rulemaking process. As the board continues to draft and review rule revisions, please feel free to reach out to FSMTB for additional information, resources or recommendations. Thank you for your continued work in the mission of public protection.

Sincerely,



Lorena Haynes
Director of Government Relations

Request from licensee at May 8th Board meeting for exemption or special license type for cranial sacral therapy.

Upledger Institute (Institute) is an integrative healthcare center recognized as a world leader in light-touch therapy in Palm Beach Gardens, Florida. The Institute is an industry leader in providing continuing education courses for massage therapists, chiropractors, physical therapists, osteopathic physicians and other healthcare providers interested in cranial sacral therapy as well as other modalities such as visceral manipulation, lymphatic drainage, and sensory integration. The programs offered by the Upledger Institute are designed as continuing education and not intended to serve as standalone training programs.

As of May 21, 2020, 338 individuals are listed on the Upledger website as practicing in Nevada and having received continuing education training through the Institute programs. Of the 338 providers, approximately 83% are licensed massage therapists having taken cranial. The other individuals include physical therapists, occupational therapists, and registered nurses or individuals that received training through the Institute but not specifically cranial sacral therapy courses.

Since training in this modality is continuing education based and requires a license to touch prior to registration it does not qualify as standalone curriculum. Exclusions for touch-based modalities have proven the past to be problematic for boards. A separate license type requires specific educational programs that are inclusive of business, ethics, and general pathology to ensure a broad scope understanding of contraindications. Since the leading providing of cranial sacral education requires a license as a massage therapist or healthcare provider prior to attending courses. The separate license type criteria is not met through programs like Upledger. The Board has adopted in the past have had educational guidelines specific to those practices and complete programs offered by multiple institutions nationwide.

Additionally, across the nation and specifically as part of the National Certification Board for Therapeutic Massage and Bodywork, this technic is included in massage therapy licensure nationwide.

ROBIN MARY GRABER

March 2, 2020

Nevada State Board of Massage Therapy
1755 E. Plumb Lane, Suite 252
Reno, Nevada 89502

Attn: Board Members and Sandy Anderson,

Dear Board Members and Sandy,

Thank you for all of your hard work since the passage of AB179 in 2017. I think it has been a great success and I am proud of our board.

I think the board would benefit from a title change. I suggest Nevada State Board of Bodywork and Massage.

Sincerely,

Robin M. Graber, Former Board Member

Request from licensee at May 8th Board meeting for exemption or special license type for cranial sacral therapy.

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**NEVADA STATE BOARD OF MASSAGE THERAPY
PERFORMANCE EVALUATION FORM**

Board Review from Diane Huleva, Deirdre Strunk, Elisabeth Barnard, April Whiting, Robert Oliver, Rick Fields, Lorna Benedict and Teresa Lopez.

Unclassified Personnel

Date: June 10, 2020

Employee: Sandra Anderson

Official Job Title: Executive Director

Review Period: March 8, 2019 through May 21, 2020

Employment Date: March 14, 2016

The purposes of this performance review are to identify specific indicators of achievement, to pin-point areas of greatest/least effectiveness, to stimulate improved performance, to develop mutually understood goals, and to provide career development guidance.

Definitions of term:

- Superior – Far exceeded the normal expectations for the position. (This rating must be justified)
- Above Standard – Accomplishments were above expected level or essential requirements.
- Meets Standard – Performance was consistently acceptable but did not exceed job requirements.
- Below Standard – Performance met most essential requirements of job; however, work required guidance and checking. Improvement should be expected.
- Unsatisfactory – Performance obviously substandard; needed a high degree of supervision and direction. Deficiencies were clearly evident. (This rating must be documented)

Instructions:

Listed in the form are a number of traits, abilities, and characteristics that are important in the successful completion of most assignments. Place an "X" mark in the rating box, under the single rating description which most nearly describes the performance of the person being evaluated. Comments should address job content and be used as needed.

- Annual
 Six Month
 Three Month Review

ELEMENTS OF PERFORMANCE

ADAPTABILITY: Ability to learn quickly; ability to adjust to changes in job assignments, methods, personnel or surroundings.

- (4) Superior (4) Above Standard Meets Standard Below Standard Unsatisfactory

Comments:

DH - As I look back on this past year and more specifically these past three months, we have been hit with an unprecedented time in our history. Director Anderson rose to the challenge. The relationships she has cultivated over the past several years enabled her to reach out and work with stakeholders, the public, and our licensees in an ever-changing environment that there was no handbook for. Which showed just how much she can adapt and did adapt to all the issues that this board has faced from working on a budget with so many unknowns to working with the governor's office to come up with plans on how this board moves forward in the best possible way. Her leadership during this time has been an asset of which I am thankful for.

DS - Sandy has done a great job adjusting to the constant changes over this past year especially in our current situation of COVID-19

EB - It seems the only constant for the Executive Director position is change. Certainly, the recent Pandemic causing a declaration of State-of-Emergency is an example. Mrs. Anderson was able to meet the need to enforce social distancing for herself and staff at the beginning of COVID-19 and still produce the required work. Her

ability to find a solution to have some rotating office coverage meant staff could continue to meet set turn-around time for new applications and renewals.

AW – Sandy has adopted very well to everything that is thrown at her in this crazy time.

RO – This has been an extremely challenging year and Sandy met or exceeded everything placed before her. There were emergency Board meetings, an office move, compliance changes with the sunset Committee, City of Reno Business licensing regulation changes and the COVID-19 hit. In a word. WOW!

LB – There has been a change in staff, a change in regulations, getting the Las Vegas office running and continuing to connect to other state and National regulatory bodies; requiring skill in prioritizing and communication.

TL – Amazing Job!!

ATTENDANCE: Absenteeism; punctuality; remaining on the job.

(3) Superior (4) Above Standard (1) Meets Standard Below Standard Unsatisfactory

Comments:

DH - Absenteeism and punctuality are non-issues as far as I know as the board has not been informed otherwise. I know there have been many early mornings and late nights. Weekends and holidays worked. The work must get done and Director Anderson has always known this is not a 9-5 job.

EB - Sandy does an excellent job at communicating when she has planned time off or traveling. She is rarely unavailable to board members or staff even if she is out of the office.

LB – Focused on the “JOB”, communicates if schedule changes – from being in Las Vegas, conference.

RO – Sandy had some absenteeism due to illness but has made up for that with a lot of extra hours worked since, especially these last few months.

COOPERATION: Willingness to take supervision, ability to get along with coworkers and others.

(2) Superior (5) Above Standard (1) Meets Standard Below Standard Unsatisfactory

Comments:

DH - As the Chair, I work very closely with Director Anderson and can say our exchange has been very communicative, productive and overall great. We come together and are both able to discuss and talk out what our ideas are and what our thought process is in any particular area.

DS - Sandy has a great relationship with her team and works hard to assist the team to work together.

EB - By nature the Executive Director must cooperate and collaborate with many people, from staff to board members to other agencies as well as members of the regulatory community across the country. I am proud to say that this board’s Executive Director has managed to forge many relationships outside of our agency to help improve the massage industry in our state. She has been able to offer assistance to other agencies to move their missions forward as appropriate. As an individual board member, I feel welcome to ask questions at any time.

TL – Sandy has no problem getting along with others. Those “others” have a hard time getting along with her.

RF - From all my interactions Sandy appears to be respected by all board members.

CREATIVITY: Talent for having new ideas, for finding new and better ways of doing things.

(1) Superior (6) Above Standard (1) Meets Standard Below Standard Unsatisfactory

Comments:

DH – Director Anderson’s creativity in part comes from the incredible working relationships she has cultivated with so many organizations in that she has a big network of people to bounce ideas off of and come to us with new ways of approaching any given situation.

DS - Sandy is always trying to come up with new ways to make the board better for her team and the licensees.

EB - Mrs. Anderson continues to show an ability to independently assess each new challenge and determine if a new approach is needed or if there is already a method in place to handle the challenge. She excels at brainstorming possible solutions as well as what criteria are required to make those solutions feasible.

TL – Sandy found different ways to communicate with licensees, staff, Board members and stakeholders during the pandemic.

DEPENDABILITY: The degree the employee can be relied upon to get the job done.

(4) Superior (3) Above Standard (1) Meets Standard Below Standard Unsatisfactory

Comments:

DH – Since day one many of us have said "when does she sleep". The job never stops, and the work never goes away. She's a workhorse. Almost too dependable, in that I see her shoulder too much of the workload and that can take a toll if one is not careful.

DS – Sandy goes above and beyond to get the job done and spends countless hours working on time off.

EB - As a board member I have never questioned whether Sandy will get her job accomplished. She continues to reliably manage the daily activities of the board.

AW – Sandy has a lot on her plate, but no matter will always get the job done even when the task at hand is tough.

TL – I can always depend on Sandy to answer my many questions.

RO – Sandy never quits until the job is done.

JOB KNOWLEDGE: Degree of familiarity with job procedures and equipment essential to satisfactory job performance.

(3) Superior (4) Above Standard (1) Meets Standard Below Standard Unsatisfactory

Comments:

DH – In an ever-changing environment especially these last three months, Director Anderson continues to learn, educate herself and think outside-the-box. She is very knowledgeable in her role and how the state process works and how best to navigate this complex system.

EB - Mrs. Anderson has an excellent base level of knowledge on how to do this job. She seeks out ways to improve her knowledge base and learn new requirements as those are changed either by this board or by State oversight.

RF - Sandy appears to have a wealth of knowledge about all things massage related.

LB – If doesn't know something will contact others to get ideas or information.

TL – Sandy knows what her job is and how to accomplish it.

AW – Sandy knows her job inside and out!!

QUALITY OF WORK: Consider accuracy; attention to detail and neatness of work, need to re-do work; orderliness of workplace.

(1) Superior (6) Above Standard (1) Meets Standard Below Standard Unsatisfactory

Comments:

DH – Direct copy from her 2018 & 2019 review:

With the plethora of work sometimes things fall through the cracks. So, for improvements moving forward Sandy recognizes and acknowledges those cracks. She is the first to say I made a mistake - I should have or I could have done this better or changed this etc. Instead of making excuses or trying to talk her way out of a situation or deflecting she takes responsibility and owns it and works to better it. A trait that I hope all our staff emulate.

I would like our staff team members to address this as well as they have a better understanding of what is happening on a day-to-day basis working with Sandy. They can give recommendations should there be improvements that need to be made.

DS - Sandy is detailed oriented and has very precise thorough work

EB – When Sandy finds it necessary to get feedback on work prior to completion, the work rarely needs much more than a final review or to correct a common typo.

QUANTITY OF WORK: Amount of acceptable work accomplished; makes good use of work time.

(3) Superior (4) Above Standard (1) Meets Standard Below Standard Unsatisfactory

Comments:

DH – I am still in awe of how the never-ending pile of work gets accomplished. Refer to my remarks in dependability. When we get the "straw that broke the camel's back" happening I've witnessed the tunnel vision of the next crisis happening and then Sandy is on that. So, take a breath, take a step back and reevaluate the list of things to do. Because when this happens you veer from making good use of your time. And things take longer than they should and sometimes things get lost in the shuffle.

DS – Sandy goes above and beyond.

EB – This review period the biggest improvement is in Mrs. Anderson's ability and willingness to delegate portions of her workload to staff in an appropriate way. This has freed her to focus more clearly on priorities for her position. She continues to impress with the amount of work she accomplishes.

REASONING: Ability to use good judgment to arrive at sound conclusions, and the ability to take timely action.
 (2) Superior (5) Above Standard (1) Meets Standard Below Standard Unsatisfactory

Comments:

DH – Refer to quantity of work comments. Sometimes reasoning is replaced with reacting without taking the time to reason out a situation and coming up with a good plan of execution. I know there are times when we feel that we have to react because something is that important but often times if we just take a moment we can and talk it through we can find better solutions and reason out a problem in the best way possible.

EB – Mrs. Anderson excels at navigating the regulatory landscape to determine the scope of authority for the Nevada State Board of Massage Therapy. When there are questions, she can site appropriate regulations and often can refer to conversations with legal advisors that were key to making those determinations.

RO – Sandy’s experience with governmental agencies helps her logically reason through situations. She has a network of resources to draw upon and always takes timely action.

WORK HABITS: Observes work and safety rules; follows instructions.

(3) Superior (4) Above Standard (1) Meets Standard Below Standard Unsatisfactory

Comments:

DH – Yes, she does.

DS – Sandy is exceptional in this area.

EB - Sandy has excellent work habits.

LB – Good role model for staff.

INITIATIVE: Self-starter; finds work to do; self motivated.

(4) Superior (3) Above Standard (1) Meets Standard Below Standard Unsatisfactory **Comments:**

DH – Yes. Yes and Yes. There is never a shortage of work to be done.

DS – Sandy is definitely self-motivated

EB – Sandy never lacks for productive work to do. She is a self-starter and tracks tasks that need to be

COMMUNICATIONS: Oral and written, effective expression.

(4) Superior (3) Above Standard (1) Meets Standard Below Standard Unsatisfactory **Comments:**

DH – This will continue to be a work in progress not just for Director Anderson but for our board and staff. We have created a team of people that have worked hard over the past several years to learn each other’s communication styles and work together to create a cohesive environment in which we can discuss what we need

and talk through a situation to come to the best possible conclusion which takes courage to be able to communicate in such a manner. Sandy is the team lead/liason between staff, the board members and the stakeholders she works with on a daily basis and in such a role she has come up with things like the weekly report we receive in regards to what is happening in the office, what staff is working on and things coming on the horizon to look forward to.

EB – I have found Mrs. Anderson to be excellent at communicating, both verbally and in writing. Any time I seek clarification, I have found her very willing to seek out where the message failed to be understood.

AW – Thank you for reaching out!!

RF - I gave Sandy a Superior rating as a new board member she went above and beyond communicating with me by phone and email. She explained everything to me, was available anytime I had a question and explained the reasoning behind everything. She was clear and concise in all communication, was easy to understand and made sure I understood everything. She could not have been any clearer or more professional in any communication we had.

LB – Always prepared at Board meetings – If doesn’t know will get back to person’s question.

SUPERVISORY ABILITY: Above Standard (5) Meets Standard Below Standard Unsatisfactory

Comments:

DH – Over the past year Sandy has done a considerable amount of work working on job descriptions and work performance standards for each staff member and working with them to best understand their responsibilities and

making sure each member is performing their best. I have reviewed these work performance standards and am very impressed with the detail in which she has done these.

My direction for Sandy to look at over the next year is to sit down at her own workstation and really look at all she does and really learn the meaning of delegating where appropriate and have a more well-rounded work distribution. I know this is a challenge because we have a small working staff, but I think this is a good goal.

The next two big projects that I see on the horizon are: Strategic Plan and Jurisprudence exam. Both of which are a team effort to execute. These are two good projects to involve the entire team to come up with a good plan of execution. Work with staff, assign them tasks – You can put in your weekly update to us what each member is working on and their progress.

We have a small but mighty team/staff, and this means that while we need each member to have a defined list of what is expected of them and what their job descriptions entail. We also say in these descriptions: and other things... Because our staff is small in numbers job duties and tasks are every changing, we need a team that is adaptable to that not just our ED.

EB - This review period has seen an improvement in supervisory ability. Managing staff at field offices is often challenging. The Las Vegas field office seems to be operating more smoothly and overall there appears to be better coordination with all staff.

AW – I think that Sandy has done an excellent job and the Board is running very smooth because of her and our wonderful staff and also our Board members!! Thank you!!

TL – Even with others not able to work with her, Sandy maintains her patience and professionalism.

OVERALL PERFORMANCE EVALUATION (Check single appropriate box)

<input checked="" type="checkbox"/> (1) SUPERIOR (Attach Justification)	<input checked="" type="checkbox"/> (6) ABOVE STANDARD Above normal expectations Satisfactory	<input checked="" type="checkbox"/> (1) MEETS STANDARD Satisfactory meets expectations but making improvements	<input type="checkbox"/> BELOW STANDARD Attempts at improvement unsuccessful. Clearly below reasonable expectations	<input type="checkbox"/> UNSATISFACTORY (Attach Documentation)
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Additional Comments:

DH – The work you have done with the Sunset Subcommittee is amazing. At the last meeting held when Senator Keith Pickard called us the "model board" wow. Great work. You are an asset to this team and to see your drive and commitment to this board and all we represent is a joy to see and witness. Thank you for all your hard work.

Our board has an ever-changing DAG rotation and Sandy does not let that slow down the progress of work. Having to work with new DAG's can be challenging and Sandy continues to show she adapts well in this situation. She continues to make sure our board functions at such a high caliber regardless.

DS – Thanks for all you do! You continue to grow the team and the board making it better and better each year.

EB – Mrs. Anderson continues to be a valued asset to this board. She is adept at finding the best people to provide helpful information to solve issues she or this board is presented with. As all of us move forward through this new landscape from the Pandemic and hopefully the recovery from it, I believe Sandy can be wholly trusted to keep our board running smoothly and adhere to any directives put out by the State. She has shown true fiscal conservation as the board has experienced our first "down" year due to the new two-year licensure cycle. We are going from a tight financial year where we reached into our reserves account much less than anticipated, now faced with an economic downturn that may deeply affect our licensees. I trust her to make choices to keep the board solvent, while still providing the services our licensees deserve and achieving our mission of protecting the public.

RF - As a new board member I am still learning the ropes of this board. Sandy was extremely pleasant, helpful and did everything to make me feel comfortable and valued. I enjoy speaking with her and she is very quick to respond to any question I have.

TL – Sandy does an Amazing job. The Board is very lucky to have her. She has proven that she can be exceptional. During the recent pandemic crisis, she did not miss a beat.

**NEVADA STATE BOARD OF MASSAGE THERAPY
PERFORMANCE EVALUATION FORM**

Unclassified Personnel

Date: June 10, 2020

Employee: Sandra Anderson

Official Job Title: Executive Director

Review Period: March 8, 2019 through May 21, 2020

Employment Date: March 14, 2016

The purposes of this performance review are to identify specific indicators of achievement, to pin-point areas of greatest/least effectiveness, to stimulate improved performance, to develop mutually understood goals, and to provide career development guidance.

Definitions of term:

- Superior – Far exceeded the normal expectations for the position. (This rating must be justified)
- Above Standard – Accomplishments were above expected level or essential requirements.
- Meets Standard – Performance was consistently acceptable but did not exceed job requirements.
- Below Standard – Performance met most essential requirements of job; however, work required guidance and checking. Improvement should be expected.
- Unsatisfactory – Performance obviously substandard; needed a high degree of supervision and direction. Deficiencies were clearly evident. (This rating must be documented)

Instructions:

Listed in the form are a number of traits, abilities, and characteristics that are important in the successful completion of most assignments. Place an "X" mark in the rating box, under the single rating description which most nearly describes the performance of the person being evaluated. Comments should address job content and be used as needed.

X Annual

Six Month

Three Month Review

ELEMENTS OF PERFORMANCE

ADAPTABILITY: Ability to learn quickly; ability to adjust to changes in job assignments, methods, personnel or surroundings.

Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments:

As I look back on this past year and more specifically these past three months, we have been hit with an unprecedented time in our history. Director Anderson rose to the challenge. The relationships she has cultivated over the past several years enabled her to reach out and work with stakeholders, the public, and our licensees in an ever changing environment that there was no handbook for. Which showed just how much she can adapt and did adapt to all the issues that this board has faced from working on a budget with so many unknowns to working with the governor's office to come up with plans on how this board moves forward in the best possible way. Her leadership during this time has been an asset of which I am thankful for.

ATTENDANCE: Absenteeism; punctuality; remaining on the job.

Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments:

Absenteeism and punctuality are non-issues as far as I know as the board has not been informed otherwise. I know there have been many early mornings and late nights. Weekends and holidays worked. The work must get done and Director Anderson has always known this is not a 9-5 job.

COOPERATION: Willingness to take supervision, ability to get along with coworkers and others.

Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments:

As the Chair, I work very closely with Director Anderson and can say our exchange has been very communicative, productive and overall great. We come together and are both able to discuss and talk out what our ideas are and what our thought process is in any particular area.

CREATIVITY: Talent for having new ideas, for finding new and better ways of doing things.

Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments:

Director Anderson's creativity in part comes from the incredible working relationships she has cultivated with so many organizations in that she has a big network of people to bounce ideas off of and come to us with new ways of approaching any given situation.

DEPENDABILITY: The degree the employee can be relied upon to get the job done.

Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments:

Since day one many of us have said "when does she sleep". The job never stops and the work never goes away. She's a workhorse. Almost too dependable, in that I see her shoulder too much of the workload and that can take a toll if one is not careful.

JOB KNOWLEDGE: Degree of familiarity with job procedures and equipment essential to satisfactory job performance.

Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments:

In an ever changing environment especially these last three months, Director Anderson continues to learn, educate herself and think outside-the-box. She is very knowledgeable in her role and how the state process works and how best to navigate this complex system.

QUALITY OF WORK: Consider accuracy; attention to detail and neatness of work, need to re-do work; orderliness of work place.

Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments:

Direct copy from her 2018 & 2019 review:

With the plethora of work sometimes things fall through the cracks. So for improvements moving forward Sandy recognizes and acknowledges those cracks. She is the first to say I made a mistake - I should have or I could have done this better or changed this etc. Instead of making excuses or trying to talk her way out of a situation or deflecting she takes responsibility and owns it and works to better it. A trait that I hope all our staff emulate.

I would like our staff team members to address this as well as they have a better understanding of what is happening on a day-to-day basis working with Sandy. They can give recommendations should there be improvements that need to be made.

QUANTITY OF WORK: Amount of acceptable work accomplished; makes good use of work time.

Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments:

I am still in awe of how the never ending pile of work gets accomplished. Refer to my remarks in dependability. When we get the "straw that broke the camel's back" happening I've witnessed the tunnel vision of the next crisis happening and then Sandy is on that. So, take a breath, take a step back and reevaluate the list of things to do. Because when this happens you veer from making good use of your time. And things take longer than they should and sometimes things get lost in the shuffle.

REASONING: Ability to use good judgment to arrive at sound conclusions, and the ability to take timely action.

Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments:

Refer to quantity of work comments. Sometimes reasoning is replaced with reacting without taking the time to reason out a situation and coming up with a good plan of execution. I know there are times when we feel that we have to react because something is that important but often times if we just take a moment we can and talk it through we can find better solutions and reason out a problem in the best way possible.

WORK HABITS: Observes work and safety rules; follows instructions.

Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments:

Yes she does.

INITIATIVE: Self-starter; finds work to do; self motivated.

Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments:

Yes. Yes and Yes. There is never a shortage of work to be done.

COMMUNICATIONS: Oral and written, effective expression.

Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments:

This will continue to be a work in progress not just for Director Anderson but for our board and staff. We have created a team of people that have worked hard over the past several years to learn each other's communication styles and work together to create a cohesive environment in which we can discuss what we need and talk through a situation to come to the best possible conclusion which takes courage to be able to communicate in such a manner. Sandy is the team lead/liaison between staff the board members and the stakeholders she works with on a daily basis and in such a role she has come up with things like the weekly report we receive in regards to what is happening in the office, what staff is working on and things coming on the horizon to look forward to.

SUPERVISORY ABILITY: Leadership; getting work done through others; training subordinates.

Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments:

Over the past year Sandy has done a considerable amount of work working on job descriptions and work performance standards for each staff member and working with them to best understand their responsibilities and making sure each member is performing their best I have reviewed these work performance standards and am very impressed with the detail in which she has done these.

My direction for Sandy to look at over the next year is to sit down at her own work station and really look at all she does and really learn the meaning of delegating where appropriate and have a more well-rounded work distribution. I know this is a challenge because we have a small working staff but I think this is a good goal.

The next two big projects that I see on the horizon are: Strategic Plan and Jurisprudence exam. Both of which are a team effort to execute. These are two good projects to involve the entire team to come up with a good plan of execution. Work with staff, assign them tasks – You can put in your weekly update to us what each member is working on and their progress.

We have a small but mighty team/staff and this means that while we need each member to have a defined list of what is expected of them and what their job descriptions entail. We also say in these descriptions: and other things... Because our staff is small in numbers job duties and tasks are every changing, we need a team that is adaptable to that not just our ED.

OVERALL PERFORMANCE EVALUATION (Check single appropriate box)

<input type="checkbox"/> SUPERIOR (Attach Justification)	<input type="checkbox"/> ABOVE STANDARD Above normal expectations Satisfactory	<input checked="" type="checkbox"/> MEETS STANDARD Satisfactory meets expectations but making improvements	<input type="checkbox"/> BELOW STANDARD Attempts at improvement unsuccessful Clearly below reasonable expectations	<input type="checkbox"/> UNSATISFACTORY (Attach Documentation)
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Additional Comments:

The work you have done with the Sunset Subcommittee is amazing. At the last meeting held when Senator Keith Pickard called us the “model board” wow. Great work. You are an asset to this team and to see your drive and commitment to this board and all we represent is a joy to see and witness. Thank you for all your hard work.

Our board has an ever changing DAG rotation and Sandy does not let that slow down the progress of work. Having to work with new DAG’s can be challenging and Sandy continues to show she adapts well in this situation. She continues to make sure our board functions at such a high caliber regardless.

Diane Huleva
Completed By

5/26/2020
Date

**NEVADA STATE BOARD OF MASSAGE THERAPY
PERFORMANCE EVALUATION FORM**

Unclassified Personnel

Date: June 10, 2020

Employee: Sandra Anderson

Official Job Title: Executive Director

Review Period: March 8, 2019 through May 21, 2020

Employment Date: March 14, 2016

The purposes of this performance review are to identify specific indicators of achievement, to pin-point areas of greatest/ least effectiveness, to stimulate improved performance, to develop mutually understood goals, and to provide career development guidance.

Definitions of term:

- Superior – Far exceeded the normal expectations for the position. (This rating must be justified)
- Above Standard – Accomplishments were above expected level or essential requirements.
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- Below Standard – Performance met most essential requirements of job; however, work required guidance and checking. Improvement should be expected.
- Unsatisfactory – Performance obviously substandard; needed a high degree of supervision and direction. Deficiencies were clearly evident. (This rating must be documented)

Instructions:

Listed in the form are a number of traits, abilities, and characteristics that are important in the successful completion of most assignments. Place an 'X' mark in the rating box, under the single rating description which most nearly describes the performance of the person being evaluated. Comments should address job content and be used as needed.

X Annual

Six Month

Three Month Review

ELEMENTS OF PERFORMANCE

ADAPTABILITY: Ability to learn quickly; ability to adjust to changes in job assignments, methods, personnel or surroundings.

X Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments:

Sandy has done a great job adjusting to the constant changes over this past year especially in our current situation of COVID-19

ATTENDANCE: Absenteeism; punctuality; remaining on the job.

X Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments:

COOPERATION: Willingness to take supervision, ability to get along with coworkers and others.

Superior X Above Standard Meets Standard Below Standard Unsatisfactory

Comments:

Sandy has a great relationship with her team and works hard to assist the team to work together.

CREATIVITY: Talent for having new ideas, for finding new and better ways of doing things.

Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments:

Sandy is always trying to come up with new ways to make the board better for her team and the licensees.

DEPENDABILITY: The degree the employee can be relied upon to get the job done.

Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments:

Sandy goes above and beyond to get the job done and spends countless hours working on time off.

JOB KNOWLEDGE: Degree of familiarity with job procedures and equipment essential to satisfactory job performance.

Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments:

QUALITY OF WORK: Consider accuracy; attention to detail and neatness of work, need to re-do work; orderliness of workplace.

Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments:

Sandy is detailed oriented and has very precise thorough work

QUANTITY OF WORK: Amount of acceptable work accomplished; makes good use of work time.

Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments:

Sandy goes above and beyond.

REASONING: Ability to use good judgment to arrive at sound conclusions, and the ability to take timely action.

Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments:

WORK HABITS: Observes work and safety rules; follows instructions.

Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments:

Sandy is exceptional in this area.

INITIATIVE: Self-starter; finds work to do; self motivated.

Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments:

Sandy is definitely self-motivated

COMMUNICATIONS: Oral and written, effective expression.

Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments:

SUPERVISORY ABILITY: Leadership; getting work done through others; training subordinates.

Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments:

OVERALL PERFORMANCE EVALUATION (Check single appropriate box)

<input type="checkbox"/> SUPERIOR (Attach Justification)	<input checked="" type="checkbox"/> ABOVE STANDARD Above normal expectations Satisfactory	<input type="checkbox"/> MEETS STANDARD Satisfactory meets expectations but making improvements	<input type="checkbox"/> BELOW STANDARD Attempts at improvement unsuccessful Clearly below reasonable expectations	<input type="checkbox"/> UNSATISFACTORY (Attach Documentation)
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Additional Comments:

Thanks for all you do! You continue to grow the team and the board making it better and better each year.

Deirdre Strunk _____
Completed By

_____ Date 5/25/20

**NEVADA STATE BOARD OF MASSAGE THERAPY
PERFORMANCE EVALUATION FORM**

Unclassified Personnel

Date: June 10, 2020

Employee: Sandra Anderson

Official Job Title: Executive Director

Review Period: March 8, 2019 through May 21, 2020

Employment Date: March 14, 2016

The purposes of this performance review are to identify specific indicators of achievement, to pin-point areas of greatest/least effectiveness, to stimulate improved performance, to develop mutually understood goals, and to provide career development guidance.

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- Unsatisfactory – Performance obviously substandard; needed a high degree of supervision and direction. Deficiencies were clearly evident. (This rating must be documented)

Instructions:

Listed in the form are a number of traits, abilities, and characteristics that are important in the successful completion of most assignments. Place an "X" mark in the rating box, under the single rating description which most nearly describes the performance of the person being evaluated. Comments should address job content and be used as needed.

- Annual
 Six Month
 Three Month Review

ELEMENTS OF PERFORMANCE

ADAPTABILITY: Ability to learn quickly; ability to adjust to changes in job assignments, methods, personnel or surroundings.

- Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments:

It seems the only constant for the Executive Director position is change. Certainly, the recent Pandemic causing a declaration of State-of-Emergency is an example. Mrs. Anderson was able to meet the need to enforce social distancing for herself and staff at the beginning of COVID-19 and still produce the required work. Her ability to find a solution to have some rotating office coverage meant staff could continue to meet set ~~turn-around time for new applications and renewals.~~

ATTENDANCE: Absenteeism; punctuality; remaining on the job.

- Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments:

Sandy does an excellent job at communicating when she has planned time off or traveling. She is rarely unavailable to board members or staff even if she is out of the office.

COOPERATION: Willingness to take supervision, ability to get along with coworkers and others.

Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments:

By nature the Executive Director must cooperate and collaborate with many people, from staff to board members to other agencies as well as members of the regulatory community across the country. I am proud to say that this board's Executive Director has managed to forge many relationships outside of our agency to help improve the massage industry in our state. She has been able to offer assistance to other agencies to move their missions forward as appropriate. As an individual board member I feel welcome to ask questions at any time.

CREATIVITY: Talent for having new ideas, for finding new and better ways of doing things.

Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments:

Mrs. Anderson continues to show an ability to independently assess each new challenge and determine if a new approach is needed or if there is already a method in place to handle the challenge. She excels at brainstorming possible solutions as well as what criteria are required to make those solutions feasible.

DE

Superior

Co

As a board member I have never questioned whether Sandy will get her job accomplished. She continues to reliably manage the daily activities of the board.

JOB KNOWLEDGE: Degree of familiarity with job procedures and equipment essential to satisfactory job performance.

Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments:

Mrs. Anderson has an excellent base level of knowledge on how to do this job. She seeks out ways to improve her knowledge base and learn new requirements as those are changed either by this board or by State oversight.

QUALITY OF WORK: Consider accuracy; attention to detail and neatness of work, need to re-do work; orderliness of workplace.

Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments:

When Sandy finds it necessary to get feedback on work prior to completion, the work rarely needs much more than a final review or to correct a common typo.

QUANTITY OF WORK: Amount of acceptable work accomplished; makes good use of work time.

Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments:

This review period the biggest improvement is in Mrs. Anderson's ability and willingness to delegate portions of her workload to staff in an appropriate way. This has freed her to focus more clearly on priorities for her position. She continues to impress with the amount of work she accomplishes.

REASONING: Ability to use good judgment to arrive at sound conclusions, and the ability to take timely action.

Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments:

Mrs. Anderson excels at navigating the regulatory landscape to determine the scope of authority for the Nevada State Board of Massage Therapy. When there are questions she can cite appropriate regulations and often can refer to conversations with legal advisors that were key to making those determinations.

WORK HABITS: Observes work and safety rules; follows instructions.

Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments:

Sandy has excellent work habits.

INITIATIVE: Self-starter; finds work to do; self motivated.

Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments:

Sandy never lacks for productive work to do. She is a self-starter and tracks tasks that need to be accomplished.

COMMUNICATIONS: Oral and written, effective expression.

Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments:

I have found Mrs. Anderson to be excellent at communicating, both verbally and in writing. Any time I seek clarification, I have found her very willing to seek out where the message failed to be understood.

SUPERVISORY ABILITY: Leadership; getting work done through others; training subordinates.

Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments:

This review period has seen an improvement in supervisory ability. Managing staff at field offices is often challenging. The Las Vegas field office seems to be operating more smoothly and overall there appears to be better coordination with all staff.

OVERALL PERFORMANCE EVALUATION (Check single appropriate box)

<input type="checkbox"/> SUPERIOR (Attach Justification)	<input checked="" type="checkbox"/> ABOVE STANDARD Above normal expectations Satisfactory	<input type="checkbox"/> MEETS STANDARD Satisfactory meets expectations but making improvements	<input type="checkbox"/> BELOW STANDARD Attempts at improvement unsuccessful Clearly below reasonable expectations	<input type="checkbox"/> UNSATISFACTORY (Attach Documentation)
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Additional Comments:

Mrs. Anderson continues to be a valued asset to this board. She is adept at finding the best people to provide helpful information to solve issues she or this board is presented with. As all of us move forward through this new landscape from the Pandemic and hopefully the recovery from it, I believe Sandy can be wholly trusted to keep our board running smoothly and adhere to any directives put out by the State. She has shown true fiscal conservation as the board has experienced our first "down" year due to the new two-year licensure cycle. We are going from a tight financial year where we reached into our reserves account much less than anticipated, now faced with an economic downturn that may deeply affect our licensees. I trust her to make choices to keep the board solvent, while still providing the services our licensees deserve and achieving our mission of protecting the public.

Completed By _____

Date _____

**NEVADA STATE BOARD OF MASSAGE THERAPY
PERFORMANCE EVALUATION FORM**

Unclassified Personnel

Date: June 10, 2020

Employee: Sandra Anderson

Official Job Title: Executive Director

Review Period: March 8, 2019 through May 21, 2020

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- Annual
 Six Month
 Three Month Review

ELEMENTS OF PERFORMANCE

ADAPTABILITY: Ability to learn quickly; ability to adjust to changes in job assignments, methods, personnel or surroundings.

X Superior Above Standard Meets Standard Below Standard Unsatisfactory

There has been a change in staff, a change in reservations, bettering the Las Vegas office running and continuing to connect to other state and national regulatory bodies - promoting skill in digitizing and communication!

ATTENDANCE: Absenteeism, punctuality, remaining on the job.
 Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments:

Focused on the "JOB" / communicates if schedule changes - from being in Las Vegas, conference

COOPERATION: Willingness to take supervision, ability to get along with coworkers and others.

Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments:

CREATIVITY: Talent for having new ideas, for finding new and better ways of doing things.

Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments:

DEPENDABILITY: The degree the employee can be relied upon to get the job done.

X Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments:

JOB KNOWLEDGE: Degree of familiarity with job procedures and equipment essential to satisfactory job

Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments:

IF DOESN'T KNOW SOMETHING WILL Contract others TO GET IDEAS OR INFORMATION

QUALITY OF WORK: Consider accuracy; attention to detail and neatness of work, need to re-do work; orderliness of workplace.

Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments:

QUANTITY OF WORK: Amount of acceptable work accomplished; makes good use of work time.

Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments:

REASONING: Ability to use good judgment to arrive at sound conclusions, and the ability to take timely action.

Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments:

WORK HABITS: Observes work and safety rules; follows instructions.

Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments: *Good ROLE MODEL FOR Staff*

INITIATIVE: Self-starter; finds work to do; self motivated.

Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments:

COMMUNICATIONS: Oral and written, effective expression.

Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments: *ALWAYS PREPARED AT BOARD MEETINGS - IF DOESN'T KNOW
WILL GET BACK TO PERSON'S QUESTION*

SUPERVISORY ABILITY: Leadership; getting work done through others; training subordinates.

Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments:

<input type="checkbox"/> SUPERIOR (Attach Justification)	<input type="checkbox"/> ABOVE STANDARD 'Above normal expectations Satisfactory	<input type="checkbox"/> MEETS STANDARD Satisfactory meets expectations but making improvements	<input type="checkbox"/> BELOW STANDARD Attempts at improvement unsuccessful Clearly below reasonable expectations	<input type="checkbox"/> UNSATISFACTORY (Attach Documentat'ion)
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Additional Comments:

**NEVADA STATE BOARD OF MASSAGE THERAPY
PERFORMANCE EVALUATION FORM**

Unclassified Personnel

Date: June 10, 2020

Employee: Sandra Anderson

Official Job Title: Executive Director

Review Period: March 8, 2019 through May 21, 2020

Employment Date: March 14, 2016

The purposes of this performance review are to identify specific indicators of achievement, to pin-point areas of greatest/least effectiveness, to stimulate improved performance, to develop mutually understood goals, and to provide career development guidance.

Definitions of term:

- Superior – Far exceeded the normal expectations for the position. (This rating must be justified)
- Above Standard – Accomplishments were above expected level or essential requirements.
- Meets Standard – Performance was consistently acceptable but did not exceed job requirements.
- Below Standard – Performance met most essential requirements of job; however, work required guidance and checking. Improvement should be expected.
- Unsatisfactory – Performance obviously substandard; needed a high degree of supervision and direction. Deficiencies were clearly evident. (This rating must be documented)

Instructions:

Listed in the form are a number of traits, abilities, and characteristics that are important in the successful completion of most assignments. Place an "X" mark in the rating box, under the single rating description which most nearly describes the performance of the person being evaluated. Comments should address job content and be used as needed.

Annual

Six Month

Three Month Review

ELEMENTS OF PERFORMANCE

ADAPTABILITY: Ability to learn quickly; ability to adjust to changes in job assignments, methods, personnel or surroundings.

XX Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments:

This has been an extremely challenging year and Sandy met or exceeded everything placed before her. There were emergency board meetings, an office move, compliance changes with the Sunset Committee, City of Reno business licensing regulation changes and the COVID-19 hit. In a word, WOW!

ATTENDANCE: Absenteeism; punctuality; remaining on the job.

Superior **XX** Above Standard Meets Standard Below Standard Unsatisfactory

Comments:

Sandy had some absenteeism due to illness but has made up for that with a lot of extra hours worked since, especially these last few months.

COOPERATION: Willingness to take supervision, ability to get along with coworkers and others.

Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments:

CREATIVITY: Talent for having new ideas, for finding new and better ways of doing things.

Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments:

DEPENDABILITY: The degree the employee can be relied upon to get the job done.

Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments:

Sandy never quits until the job is done.

JOB KNOWLEDGE: Degree of familiarity with job procedures and equipment essential to satisfactory job performance.

Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments:

QUALITY OF WORK: Consider accuracy; attention to detail and neatness of work, need to re-do work; orderliness of workplace.

Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments:

QUANTITY OF WORK: Amount of acceptable work accomplished; makes good use of work time.

Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments:

REASONING: Ability to use good judgment to arrive at sound conclusions, and the ability to take timely action.
 Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments:

Sandy's experience with governmental agencies helps her logically reason through situations. She has a network of resources to draw upon and always takes timely action.

WORK HABITS: Observes work and safety rules; follows instructions.

Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments:

INITIATIVE: Self-starter; finds work to do; self motivated.

Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments:

COMMUNICATIONS: Oral and written, effective expression.

Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments:

SUPERVISORY ABILITY: Leadership; getting work done through others; training subordinates.

Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments:

OVERALL PERFORMANCE EVALUATION (Check single appropriate box)

<input type="checkbox"/> SUPERIOR (Attach Justification)	<input checked="" type="checkbox"/> ABOVE STANDARD Above normal expectations Satisfactory	<input type="checkbox"/> MEETS STANDARD Satisfactory meets expectations but making improvements	<input type="checkbox"/> BELOW STANDARD Attempts at improvement unsuccessful. Clearly below reasonable expectations	<input type="checkbox"/> UNSATISFACTORY (Attach Documentation)
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Additional Comments:

Robert H. Oiver (in lieu of signature)

5/25/2020

Completed By _____

Date _____

**NEVADA STATE BOARD OF MASSAGE THERAPY
PERFORMANCE EVALUATION FORM**

Unclassified Personnel

Date: June 10, 2020

Employee: Sandra Anderson

Official Job Title: Executive Director

Review Period: March 8, 2019 through May 21, 2020

Employment Date: March 14, 2016

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- Annual
 Six Month
 Three Month Review

ELEMENTS OF PERFORMANCE

ADAPTABILITY: Ability to learn quickly; ability to adjust to changes in job assignments, methods, personnel or surroundings.

- Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments:

her in this crazy time

Sandy has adapted very well to everything at

ATTENDANCE: Absenteeism; punctuality; remaining on the job.

- Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments:

AW

COOPERATION Willingness to take supervision, ability to get along with coworkers and others.

Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments:

CREATIVITY: Talent for having new ideas, for finding new and better ways of doing things.

Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments:

DEPENDABILITY: The degree the employee can be relied upon to get the job done.

Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments:

Sorry has a lot on her plate but no matter what we always get the job done even when the task at hand is tough

JOB KNOWLEDGE: Degree of familiarity with job procedures and equipment essential to satisfactory job performance.

Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments:

Sandy knows her job inside and out!!

QUALITY OF WORK: Consider accuracy, attention to detail and neatness of work, need to re-do work; orderliness of workplace.

Superior Above Standard Meets Standard Below Standard Unsatisfactory

Co

Comments:

QUALITY OF WORK: Consider accuracy; attention to detail and neatness of work, need to re-do work; orderliness of workplace.

Superior Above Standard Meets Standard Below Standard Unsatisfactory

Co

Comments:

QUANTITY OF WORK: Amount of acceptable work accomplished; makes good use of work time.

Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments:

REASONING: Ability to use good judgment to arrive at sound conclusions, and the ability to take timely action.

Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments:

AW

WORK HABITS: Observes work and safety rules; follows instructions.

Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments:

INITIATIVE: Self-starter; finds work to do; self motivated.

X Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments:

COMMUNICATIONS: Oral and written, effective expression.

Superior X Above Standard Meets Standard Below Standard Unsatisfactory

Comments:

Thank you for reaching out!!

SUPERVISORY ABILITY: Leadership; getting work done through others; training subordinates.

Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments:

*I think that Sandy has done an excellent job and the
Dance is running very smoothly because of her and our wonderful
staff!! Thank You!!*

OVERALL PERFORMANCE EVALUATION (Check single appropriate box)

<input type="checkbox"/> SUPERIOR (Attach Justification)	<input checked="" type="checkbox"/> ABOVE STANDARD Above normal expectations Satisfactory	<input type="checkbox"/> MEETS STANDARD Satisfactory meets expectations but making improvements	<input type="checkbox"/> BELOW STANDARD Attempts at improvement unsuccessful Clearly below reasonable expectations	<input type="checkbox"/> UNSATISFACTORY (Attach Documentation)
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P.S. And Also our Board members!!

Additional Comments:

Completed By *April J. White*

Date *5/28/2020*

RF

**NEVADA STATE BOARD OF MASSAGE THERAPY
PERFORMANCE EVALUATION FORM**

Unclassified Personnel

Date: June 10, 2020

Employee: Sandra Anderson

Official Job Title: Executive Director

Review Period: March 8, 2019 through May 21, 2020

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- Annual
- Six Month
- Three Month Review

ELEMENTS OF PERFORMANCE

ADAPTABILITY: Ability to learn quickly; ability to adjust to changes in job assignments, methods, personnel or surroundings.

- Superior
- Above Standard
- Meets Standard
- Below Standard
- Unsatisfactory

Comments:

ATTENDANCE: Absenteeism; punctuality; remaining on the job.

- Superior
- Above Standard
- Meets Standard
- Below Standard
- Unsatisfactory

Comments:

COOPERATION: Willingness to take supervision, ability to get along with coworkers and others.

- Superior
- Above Standard
- Meets Standard
- Below Standard
- Unsatisfactory

Comments: From all my interactions Sandy appears to be respected by all board members

RF

CREATIVITY: Talent for having new ideas, for finding new and better ways of doing things.

Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments:

DEPENDABILITY: The degree the employee can be relied upon to get the job done.

Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments:

JOB KNOWLEDGE: Degree of familiarity with job procedures and equipment essential to satisfactory job performance.

Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments: andy appears to have a wealth of know ledge about all things massage related.

QUALITY OF WORK: Consider accuracy; attention to detail and neatness of work, need to re-do work; orderliness of workplace.

Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments:

QUANTITY OF WORK: Amount of acceptable work accomplished; makes good use of work time.

Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments:

REASONING: Ability to use good judgment to arrive at sound conclusions, and the ability to take timely action.

Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments:

WORK HABITS: Observes work and safety rules; follows instructions.

Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments:

INITIATIVE: starter; finds work to do; self motivated.

Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments:

COMMUNICATIONS: Oral and written, effective expression.

Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments: I gave Sandy a Superior rating as a new board member she went above and beyond communicating with me by phone and email. She explained everything to me, was available anytime I had a question and explained the reasoning behind everything. She was clear and concise in all communication, was easy to understand and made sure I understood everything. She could not have been any clearer or more professional in any communication we had.

SUPERVISORY ABILITY: Leadership; getting work done through others; training subordinates.

Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments:

OVERALL PERFORMANCE EVALUATION (Check single appropriate box)

RF

<input type="checkbox"/> SUPERIOR (Attach Justification)	<input checked="" type="checkbox"/> ABOVE STANDARD Above normal expectations Satisfactory	<input type="checkbox"/> MEETS STANDARD Satisfactory meets expectations but making improvements	<input type="checkbox"/> BELOW STANDARD Attempts at improvement unsuccessful Clearly below reasonable expectations	<input type="checkbox"/> UNSATISFACTORY (Attach Documentation)
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Additional Comments: As a new board member I am still learning the ropes of this board. Sandy was extremely pleasant, helpful and did everything to make me feel comfortable and valued. I enjoy speaking with her and she is very quick to respond to any question I have.

Completed By Richard (Rick) Fields

Date. 05/21/2020

TL

**NEVADA STATE BOARD OF MASSAGE THERAPY
PERFORMANCE EVALUATION FORM**

Unclassified Personnel

Date: June 10, 2020

Employee: Sandra Anderson

Official Job Title: Executive Director

Review Period: March 8, 2019 through May 21, 2020

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Instructions:

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- Annual
- Six Month
- Three Month Review

ELEMENTS OF PERFORMANCE

ADAPTABILITY: Ability to learn quickly; ability to adjust to changes in job assignments, methods, personnel or surroundings.

X Superior Above Standard Meets Standard Below Standard Unsatisfactory

~~Comments: Amazing Job!!~~

ATTENDANCE: Absenteeism; punctuality; remaining on the job.

Superior X Above Standard Meets Standard Below Standard Unsatisfactory

Comments: _____

COOPERATION: Willingness to take supervision, ability to get along with co-workers and others.

Above Standard Meets Standard Below Standard Unsatisfactory

Sandy has no problem getting along with others. Those "others" have a hard time getting along with her.

TL

CREATIVITY: Talent for having new ideas, for finding new and better ways of doing things.

Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments: Sandy found different ways to communicate with licensees, staff, Board members and stakeholders during the pandemic.

DEPENDABILITY: The degree the employee can be relied upon to get the job done.

Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments: I can always depend on Sandy to answer my many questions.

JOB KNOWLEDGE: Degree of familiarity with job procedures and equipment essential to satisfactory job performance.

Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments: Sandy knows what her job is and how to accomplish it.

QUALITY OF WORK: Consider accuracy; attention to detail and neatness of work, need to re-do work; orderliness of workplace.

Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments:

QUANTITY OF WORK: Amount of acceptable work accomplished; makes good use of work time.

Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments:

REASONING: Ability to use good judgment to arrive at sound conclusions, and the ability to take timely action.

Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments:

WORK HABITS: Observes work and safety rules; follows instructions.

Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments:

INITIATIVE: Self-starter; finds work to do; self motivated.

Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments:

COMMUNICATIONS: Oral and written, effective expression.

Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments:

SUPERVISORY ABILITY: Leadership; getting work done through others; training subordinates.

Superior Above Standard Meets Standard Below Standard Unsatisfactory

Comments: Even with others not able to work with her, Sandy maintains her patience and professionalism.

OVERALL PERFORMANCE EVALUATION (Check single appropriate box)

<input checked="" type="checkbox"/> SUPERIOR (Attach Justification)	<input type="checkbox"/> ABOVE STANDARD Above normal expectations Satisfactory	<input type="checkbox"/> MEETS STANDARD Satisfactory meets expectations but making improvements	<input type="checkbox"/> BELOW STANDARD Attempts at improvement unsuccessful Clearly below reasonable expectations	<input type="checkbox"/> UNSATISFACTORY (Attach Documentation)
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TL

Additional Comments: Sandy does an Amazing job. The Board is very lucky to have her. She has proven that she can be exceptional. During the recent pandemic crisis, she did not miss a beat.

Teresa Lopez
Completed By

Date

**NEVADA STATE BOARD OF MASSAGE THERAPY
PERFORMANCE EVALUATION FORM
STAFF Review**

NSBMT - Board Meeting
June 10, 2020
Agenda Item 20

Unclassified Personnel

Date: June 10, 2020

Employee: Sandra Anderson

Official Job Title: Executive Director

Review Period: March 8, 2019 through May 21, 2020

Employment Date: March 14, 2016

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Instructions:

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- Annual
 Six Month
 Three Month Review

ELEMENTS OF PERFORMANCE

ADAPTABILITY: Ability to learn quickly; ability to adjust to changes in job assignments, methods, personnel or surroundings.

(2) Superior (2) Above Standard (2) Meets Standard Below Standard Unsatisfactory

Comments:

*Sandy is always open to suggestions or new processes. When a curve ball is thrown her way, she will quickly come up with a possible solution, some of which have never been tried before.

*Sandy adapts quickly to most changes without blinking an eye. Sometimes she will or can get stuck on the small details surrounding the big picture.

ATTENDANCE: Absenteeism; punctuality; remaining on the job.

Superior (3) Above Standard (3) Meets Standard Below Standard Unsatisfactory

Comments:

*Sandy is always at the office from sun up to sun down and sometimes later. When Sandy is not at the office, she is working from home while taking phone calls before the clock starts. Sandy takes minimal time off for personal time and always makes herself available when Board members or staff need her.

*Sandy is a work horse and will stay however long it takes to get the job done. She sometimes loses track of time and makes herself late to appointments.

COOPERATION: Willingness to take supervision, ability to get along with coworkers and others.

Superior (5) Above Standard (1) Meets Standard Below Standard Unsatisfactory

Comments:

*Always willing to listen and work with all.

*Sandy is a team player and always has what is best for the Board at heart. Even when interacting with a difficult individual, Sandy is constantly professional and pleasant. She genuinely cares about the staff and Board and frequently checks in with each individual to see how they are doing or if they need anything.

*Sandy is always willing to tackle any obstacle in order to assist all licensees, staff or Board members.

CREATIVITY: Talent for having new ideas, for finding new and better ways of doing things.

Superior (5) Above Standard (1) Meets Standard Below Standard Unsatisfactory

Comments:

*Due to the current COVID-19 situation there hasn't been too much of an opportunity.

*Sandy is always thinking of new and better or refined ways to complete things or tasks. She constantly uses her "thinking" chair in order to drum up new ideas.

*Sandy can be very creative. Frequently when staff is faced with a problem, she is the one that will come up with a creative solution. She thinks outside of the box and is open to trying new things.

DEPENDABILITY: The degree the employee can be relied upon to get the job done.

Superior (5) Above Standard (1) Meets Standard Below Standard Unsatisfactory

Comments:

*Sandy is dependable. When she says she is going to do something, she does it and staff knows that they can count on her.

*Sandy is someone you can count on to get the job done. If delegation occurs Sandy will continue to follow the process to ensure the task is completed timely.

JOB KNOWLEDGE: Degree of familiarity with job procedures and equipment essential to satisfactory job performance.

(3) Superior (1) Above Standard (2) Meets Standard Below Standard Unsatisfactory

Comments:

*Sandy's knowledge of the industry and with how the "State" does things is a huge asset to the Board and to staff. Being a licensed Massage Therapist, having extreme knowledge of state legalities has given this Board a great advantage when dealing with issues.

*Sandy's knowledge of her job and the ins and outs of how the state system works has been hugely valuable to the Board. She has great contacts throughout the state system which sometimes helps the Board as well.

QUALITY OF WORK: Consider accuracy; attention to detail and neatness of work, need to re-do work; orderliness of workplace.

Superior (5) Above Standard (1) Meets Standard Below Standard Unsatisfactory

Comments:

*Sandy's quality of work is consistently excellent. Staff will have her review documents because she has a great eye for detail and proper grammar.

*Sandy has efficient attention to detail in all the things that she does. She will draft a document and read that same document several times prior to submitting to ensure no errors.

QUANTITY OF WORK: Amount of acceptable work accomplished; makes good use of work time.

Superior (3) Above Standard (3) Meets Standard Below Standard Unsatisfactory

Comments:

*Sandy works hard to get things accomplished and to use her time wisely.

*Sandy's quantity of work performed meets the requirement for the job. She consistently goes above and beyond what is required of her.

REASONING: Ability to use good judgment to arrive at sound conclusions, and the ability to take timely action.

Superior (3) Above Standard (3) Meets Standard Below Standard Unsatisfactory

Comments:

*Thoroughly understanding Massage Therapy, and the processes required to accomplish changes has been of great benefit to the Board and staff.

*Sandy always takes a very logical approach to situations that arise which helps to put staff members at ease and encourages them to accept her leadership. Sandy thinks about the ramifications of a decision and possible outcomes well before she makes that decision.

*Sandy does not make a decision without thinking of all possible scenarios. She really attempts to put every effort into every decision that she must make.

WORK HABITS: Observes work and safety rules; follows instructions.

Superior (1) Above Standard (5) Meets Standard Below Standard Unsatisfactory

Comments:

*Sandy observes all work and safety rules and follows instructions.

INITIATIVE: Self-starter; finds work to do; self motivated.

Superior (4) Above Standard (2) Meets Standard Below Standard Unsatisfactory

Comments:

*Sandy is always thinking of ways to improve the process for all licensees and applicants. She works with staff in order to think outside of the box in order to help streamline the process without increasing staffs time.

*Sandy is the project queen! If you are looking for something to do, she can think of three projects right off the top of her head. Sandy is a forward thinker and a planner. She uses her time wisely and frequently plans projects that streamline administrative process.

*As ED is always a self-starter, working to stay on top of all issues.

COMMUNICATIONS: Oral and written, effective expression.

Superior (6) Above Standard (3) Meets Standard Below Standard Unsatisfactory

Comments:

*Sandy is pleasant and professional with all staff. She welcomes input and makes herself available to all staff members. There have been times when a blanket message has been communicated to staff individually or in small groups and this sometimes causes confusion or is not interpreted correctly from group to group.

Implementing the weekly staff meetings has helped and I would like to see Sandy continue to use weekly staff meetings or impromptu zoom meetings to ensure everyone is getting the same message at the same time.

*Very effective communicator at all levels for licensees, Board, staff and outside organizations.

*Sandy's communication has to be effective all the time in order to ensure all staff and Board members feel heard. When a communication breakdown occurs, Sandy is the first person in line in order to correct the breakdown.

SUPERVISORY ABILITY: Leadership; getting work done through others; training subordinates.

(2) Superior (2) Above Standard (2) Meets Standard Below Standard Unsatisfactory

Comments:

*Sandy has proven to be a great asset to the Board and to staff. While some are not accepting of criticism, Sandy learns; changes what can be changed and moves forward. That is beneficial to any supervisor including the supervisor.

*Sandy is a true leader. She is the first one to dig in and work hard as an example to the rest of the staff. She has taken the time to learn all of the different positions and she is able to jump in when needed. Sandy is great at training and delegates tasks or projects when appropriate.

*Great motivator who is always willing to share knowledge, make everyone feel like a valuable member of the team. Uses staff to accomplish many things and in the process allows staff to gain knowledge and learn new processes. In striving to improve staffs learning, and thus overall value as a whole approves outside training when available.

OVERALL PERFORMANCE EVALUATION (Check single appropriate box)

<input type="checkbox"/> SUPERIOR (Attach Justification)	<input checked="" type="checkbox"/> (5) ABOVE STANDARD Above normal expectations Satisfactory	<input checked="" type="checkbox"/> (1) MEETS STANDARD Satisfactory meets expectations but making improvements	<input type="checkbox"/> BELOW STANDARD Attempts at improvement unsuccessful Clearly below reasonable expectations	<input type="checkbox"/> UNSATISFACTORY (Attach Documentation)
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Additional Comments:

*Sandy goes above and beyond on a daily basis whether it's making sure her jobs get completed or assisting others with anything else that needs to be completed.

*Sandy, thank you for your leadership and guidance. This year has been challenging to say the least! The true test of a leader is in uncertain times and you have guided the Board and staff through an unprecedented pandemic with grace and kept everyone informed each step of the way. You are a great role model and I enjoy working for and with you.

*As the Board moves forward with upcoming changes across the industry, it is not beyond a shadow of doubt that Sandy is in the right position and the right person for the job. 2020 has already proven that challenges can be overcome when you have a leader with the knowledge and the "know how" or the ability of "how to get things done" motto. Sandy is a true benefactor to the Nevada State Board of Massage Therapy. Sandy has completed many projects, many meetings, special meetings, hearings and attended several Legislative, Sunset Committee meetings. Some would say "it is her job". Yes; however, Sandy completes them with the utmost professionalism and accuracy. There is no willful intent to cause embarrassment, error or formal discipline to her, the Board or the Board members. With that said, Sandy waived her pay increase last year due to budgetary constraints for the Board. The Board asked and voted to wait six months for a pay increase. That six months has passed. Sandy again is waiving her pay raise due to the current economic situation. Please do not allow for this to happen. Please show Sandy how valued she is to this organization and to the Board.

If you were over performing and your boss did not provide a pay raise for you in over one year, would you still perform at that same level? Would you be willing to work late nights, weekends and holidays?