

# Cornerstone Counselling and Therapy Centre

## Handbook for Associates

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## **Introduction and Welcome**

Welcome to Cornerstone Counselling and Therapy Centre. As an Associate we hope that you will find working here an enjoyable and satisfying experience.

The purpose of this Handbook is to act as a source of reference for you and to communicate important information about Cornerstone, including our policies and procedures.

We would recommend that you find time to read this Handbook in its entirety.

From time to time we will issue updates to this Handbook which will replace all earlier versions or sections of the Handbook.

If you have any queries regarding this Handbook then please discuss them with our Business Development Manager, Nic, in the first instance. Should Nic be unable to answer or deal with your query please don't hesitate to contact Sue or Gail.

Sue Campbell and Gail Evans  
Co-Principals



## Cornerstone's History and Philosophy

Cornerstone was conceived by us, Sue Campbell and Gail Evans, in 2005. We originally met in 1994 when Sue was a student at Sheffield Hallam University's Diploma in Counselling course and Gail was her tutor and we have maintained a friendship and professional relationship since then. When we formed the idea of this centre we knew we could build on our firm foundation of mutual trust, shared values, wide-ranging experience and dedication to counselling and psychotherapy.

Our vision was to create a Centre dedicated to psychological therapies. We wanted to provide an environment which would be welcoming, peaceful and friendly, which would offer prospective clients a range of therapies and therapists who had been vetted by us.

We understood how hard it is for a lay person to know how to find, and then to locate, a suitable source of appropriate and trustworthy help for their particular issues and personality.

We also knew how difficult it can be to be a lone practitioner - building a practice and regular flow of clients and working in isolation.

The Cornerstone building was purchased in 2006 and the service opened in February 2006.

### Cornerstone undertakes to:

- 1) Recruit and select suitable Associates in order to provide a comprehensive and reliable service for clients.
- 2) Check credentials of Associates to maintain a positive reputation.
- 3) Maintain a suitable environment by maintaining the fabric of the building, furnishings and contents and providing appropriate consumables (refreshments, tissues etc) at an acceptable standard.
- 4) Provide appropriate rooms for therapy and where possible provide you with appropriate storage for materials for client work.
- 5) Maintain advertising and promotion of the Centre. Internet and other marketing including mailshots and promotion of counselling/supervision to business and organisations. Each Associate will have a web-page on the Cornerstone web-site which will be reviewed and maintained regularly.
- 6) Provide administration cover at designated times, to include
  - a) Predictive appointment booking: this enables **regular users** of particular times/rooms to have first call on those rooms (and provides continuity for clients).
  - b) Booking appointments in the office diary
  - c) Taking and forwarding messages from clients
  - d) General housekeeping.
- 7) Where possible inform you in advance of any changes or maintenance work which may affect you.
- 8) Where possible, respond flexibly to any changed circumstances of Associates.
- 9) To respond to feedback.
- 10) Refer clients to Associates with client agreement.
- 11) Develop information resources in collaboration with Associates.
- 12) Facilitate resolution of any issues that arise.
- 13) Seek feedback from service users about the service they have received from Cornerstone.

## Expectations of Associates

**You (the Associate) are expected to:**

- 1) Provide a CV and evidence of
  - a) Qualifications (plus subsequent qualifications gained)
  - b) Accreditation, or CPD until accredited (annually)
  - c) Professional indemnity insurance (annually)
  - d) Appropriate supervision arrangements (annually).
- 2) Behave in a professional manner and abide by an appropriate Code of Ethics.\*
- 3) Take responsibility to:
  - a) See any client referred via Cornerstone at Cornerstone's premises only,
  - b) Keep our team informed about your availability each week and give as much notice as possible about changes to your availability and one month's notice to changes to your predictive space.
  - c) Undertake your own marketing and bring clients to Cornerstone.
  - d) Secure the building if you are last to leave.
  - e) Manage your own everyday housekeeping, e.g. leaving your room tidy (removing cups etc, washing and putting away etc) - where possible our team will wash up but we would appreciate your assistance especially at busy times.
  - f) Provide your own materials for work with clients (each room has stones and shells) and store them tidily. Please discuss any storage needs with us.
  - g) Ensure your appointments are accurately in the diary.
  - h) Arrive at Cornerstone **in advance** of your clients' appointment times.
  - i) Use an Engaged sign to indicate you are using a room, and remove on finishing - this enables others to know if a room is in use and if there is someone left in the building.
  - j) Finish **promptly** with clients, especially taking care to note when another Associate is due to use the room after you, and vacate in time.
  - k) Give as much notice as possible for ad hoc bookings and cancellations.
- l) When booking on an ad hoc basis, to ensure that precedence is given to a regular user of a particular room/time. Contact office staff if required.
- m) To contribute to the development of the Centres positive reputation.

- n) Commit to pursuing professional accreditation at the earliest opportunity, and maintaining accredited status.
- o) Provide information about yourself which can be used in publicity.
- p) Commit to, or work towards, regular blocks of appointments.

**Give one months' notice to end your contract with us.**

**Client Referrals to Associates**



May we highlight that **at any one time, up to 1/3 of Associates do not take any referrals** (either because they have enough clients of their own or are taking time out or reducing their commitment).

**The first principle is empowering client choice**

**The second is responding quickly to provide an appointment**

The following are the operating principles which our office administrators follow to match clients to Associates, in operational order:

1) Client availability to attend appointments inc. need for flexibility (e.g. due to shift working).

Availability (and, if relevant, flexibility) of Associates - the office Planning Board is consulted for availability. It is your responsibility to keep our office administrators

2) informed of you availability - those who consistently do this tend to gain more referrals.

3) Expressed client preferences:

a) When clients do not spontaneously express a preference they are advised to consult the website and select from available Associates (the full list is rather daunting).

b) If they can access the internet whilst on the telephone, they are talked through the listings. Clients are encouraged to actively choose.

c) Where it is clear that a specific type of therapy is required (for example couple counselling) clients choose between available appropriate Associates.

d) Our office administrators also use their knowledge of Associate preferences for working with particular presenting issues.

4) Affordability: where clients express difficulties with charges this is negotiated sensitively and may influence the client's final choice.

5) If, after the above, there remains a choice (which, so far, has been seldom) clients choose the most convenient appointment.

6) Finally, if any choice remains and if the client cannot decide, **Cornerstone preferences come into play** - these are to fill gaps in block bookings and to 'reward' Associates who are **actively promoting** themselves and generating business for Cornerstone. If you wish to increase your client work we can facilitate a marketing meeting with Nic, to discuss ideas about promoting yourself.

7) Referring clients back into the service: it is not uncommon for Associates to refer their clients for specialist work with other Associates. We encourage good communication between Associates to aid such in-house referral.

It has been our experience that when clients are looking for a therapist if they do not manage to speak to a live person on the phone they tend to go to the next person on their list because they are anxious to get therapy organised quickly. With our increased cover we are capturing more of these calls and emails.

When a new client call comes to Cornerstone, **whatever the source of the referral**, it generates a certain amount of work - typically upwards of 30 minutes. This is made up of:

- Time spent listening to the client - a number of whom are distressed, when the counselling skills of our administrators come into play
- Answering client questions, for example about the appropriateness or efficacy of therapy, the therapist's availability, fees, areas of expertise, waiting times etc. Again, the knowledge and skills carried by our staff is invaluable.
- Ascertaining the client's availability and taking contact details
- Calling and/or emailing the chosen therapist and passing on information gathered - on occasion this can involve several attempts
- Arranging the appointment with the client for the therapist.

If the client just asks us to pass a message to the therapist, and there are no further associated administrative tasks, Cornerstone does not charge you for handling the call.

If you believe you have been charged unfairly at any time please initially speak to Mia. If there is no immediate resolution you should contact Sue or Gail.

### **Management of Confidential Material and Valuables**

**Cornerstone undertakes to:**

- Record brief details of Cornerstone clients
- Where possible, record contact details of non-Cornerstone clients so they may be contacted on your behalf in the case of any emergency which prevents you attending an appointment
- Keep records securely
- Log how referrals are made and record client referrals to Associates

**You (the Associate) are expected to:**

- Keep case-notes in a secure place (not on Cornerstone premises). By agreement some material, such as Art-based client work, may be kept at Cornerstone.
- Take care of your own property. You may store bags and shoes in your own room. Coats should be hung in the hallway.
- Collect client payments which have been left in the office at the earliest opportunity.
- Take responsibility for ensuring the security of the building when there is no office staff present. In addition to locking up and setting the alarm, this includes ensuring that no client is left alone in the building

\* In the event of unprofessional conduct by an Associate, Cornerstone reserves the right to contact their supervisor or professional association as appropriate and

## General Information

### Entering and Leaving the Building

All Associates are expected to open and lock up when there is no administration cover. You will receive instructions about this, including setting and disabling the alarm system, at induction.

The diary is left on the desk. Outside of administration hours please enter your appointments, taking care to check they are within your predictive slots and that they do not overlap with an existing appointment. If you or your client cancels an appointment outside of administration hours please write cancelled and the date.

### Telephone

Our outgoing answer message is: "Hello, thank you for calling Cornerstone Counselling and Therapy Centre. Unfortunately there is no one here to take your call at the moment. If you would leave your name, number and a good time for us to reach you, someone will call you back as soon as possible. Thank you"

### Alarm system

**To disable** the alarm on entering the building, enter the code on the keypad of the alarm pad in the hall.

**To set** the alarm on leaving (first checking that no-one remains in the building), press the **FULL** button. You have at least 30 seconds to leave the building, during which time the alarm will emit a beeping noise. Once this signal ceases the alarm is set.

### Heating System

The temperature is set and we prefer you not to change the setting of the thermostat or any other heating or radiator controls. The heating is set to come on well before the building will be occupied and to go off after the end of the working day. If for any reason you are not warm enough you will find an electric heater in the office.

**Please ensure you switch the heater off and return it to the office when you have finished with it.**

### Holidays and Changes to Your Work Pattern

Please keep Nic notified of holidays, days off and changes in your work pattern. Also to inform of changes to address and telephone numbers. Changes in supervisor will also be required.

### **Cancelling appointments**

Please let us know as soon as possible if you have to cancel your appointment, and the office staff with endeavour to contact clients. Also if clients cancel will contact you and let you know with as much notice as possible. Cancellations with less than 48 hours notice will be charged in full.

### **Refreshments**

There are tea and coffee making facilities in the kitchen. It our office staffs responsibility to wash up and keep the premises tidy, but at busy times to keep on top of this can be challenging, so if you have a few moments it would be much appreciated if you would at least wash your own.

### **Appointment times**

Please arrive on time (**before**) for your clients and if no reception, please wait downstairs as you may be unable to hear the door bell.

When there is no one needing a room following your session, we will not disturb you. However, if you over-run and there is someone waiting, our staff will knock on the door gently as a reminder.

### **Changing Therapists**

We believe client's have the right to change therapists. We encourage them to discuss this with you in the first instance, but if they are unwilling we will facilitate a change of therapist.

If possible we would inform you of this action, especially if there is a likelihood of you and the client encountering each other in the Centre. However, please note that it may not always be possible to do this.

1. We do not require you to book and pay in advance or to block book. We want to offer flexibility for Associates and clients who may need to have irregular appointments. We therefore operate a **Predictive Diary System**: you can be allocated a room/time slot for which you have priority - this means you (and your clients) and fellow Associates can be assured of continuity but you will not be charged for down time.
  - a. Please **indicate at the top of the diary page** if you do not need to use any of your allocated appointments - they can then be made available for ad hoc bookings
  - b. If you do not use your predicted sessions for more than three consecutive weeks (apart from holidays and illness) we reserve the right to offer those time slots to other Associates.
  - c. If booking outside your normal Predictive slots **please check the Predictive Diary sheets first**. Please **do not book** yourself into someone else's Predictive slots without checking - this is particularly important when booking some time ahead as administration staff may not pick up that there is a **potential clash of appointments** until close to the time. If you would like to use a particular room/time which is Predictively allocated to another Associate, please speak or email Nic **first**- it may be possible to negotiate a swap.
  - d. Your predictive is yours to book as and when needed, however if you have not filled your predictive slot within one week, we reserve the right to offer it to another therapist as a one off in need  
**Please do not contact the therapist directly!**

2. Cancellations with less than 48 hours notice will be charged in full\*\*. **Please note that this period is calculated from when Cornerstone is informed.**

Please take care when entering appointments and cancellations in the diary - especially when there is no staff to do it for you.

3. The fees and charging policy normally will be reviewed annually in Feb/March to take effect in April.
4. Please pay your invoice within 7 days. We offer an incentive for prompt payment. As you are (normally) paid on the day by your client there is no reason why you should not pay your invoice promptly.
5. Payment is via BACS. Account Number 52084023. Sort Code 40 41 07. It is your responsibility to inform us when payment has been made.

### **Cornerstone's Discount Scheme**

One of Cornerstone's aims has been to assist practitioners who are new to private practice by charging only for attended sessions and in arrears.

In order to acknowledge your efforts and encourage you to continue developing your business and ours we have a stepped discount scheme based on the number of client hours in a month that you do at Cornerstone.

Number of hours	10-17	18-24	25+	30+	36+	43+	50+
Discount (for paying within 7 days on receiving invoice)	7%	12%	15%	17%	22%	25%	30%

### Room Hire Rates

#### **Monday-Friday**

Room 1-4 and A-C up to 4pm £11.00/after 4pm £12.75

Room 5 up to 4pm £8.00/after 4pm £11.00

#### **Saturday-Sunday**

All rooms £9.00

Referral Fee's are charged at £24 per new client

Please find your discount taken off the following months invoice. **Please do not adjust your invoice unless a revised invoice has been agreed and sent to you.**

**\*\* It is strongly recommended that you require clients to pay one session in advance so you are not penalised if they fail to attend.**

## **Complaints Policy**

We view complaints as an opportunity to learn and improve for the future, as well as a chance to put things right for the person, or organisation, that has made the complaint.

Our policy is to:

- Provide a fair complaints procedure which is clear and easy to use for anyone wishing to make a complaint
- Publicise the existence of our complaints procedure so that people know how to contact us to make a complaint
- Make sure all staff at Cornerstone know what to do if a complaint is received
- Make sure all complaints are investigated fairly and in a timely way
- Make sure that complaints are, wherever possible, resolved and that relationships are repaired
- Gather information, which will help us to improve what we do.

### **Definition of a Complaint**

A complaint is any expression of dissatisfaction, whether justified or not, about any aspect of Cornerstone.

### **Where Complaints Come From**

Complaints may come from any person or organisation that has a legitimate interest in Cornerstone

This policy does not cover complaints from staff, who should use Cornerstone's Discipline and Grievance policies.

A complaint can be received verbally, by phone, by email or in writing.

Clients who are unhappy with their therapist will be encouraged, in the first instance, to raise the issue with their therapist\*. Should a client feel unable to do this they may communicate with Cornerstone staff and we will undertake to raise their concerns on their behalf and work with the client towards a satisfactory outcome.

\*NB Cornerstone Associates (therapists) are independent practitioners, not employees of Cornerstone.

### **Confidentiality**

All complaint information will be handled sensitively, telling only those who need to know and following any relevant data protection requirements.



## **Complaints Procedure**

### *Guidelines for Making a Complaint*

Making or being the Subject of a complaint can be stressful and worrying to all parties. Cornerstone recommends that any party to a complaint should seek a source of support.

Research into complaints suggests that most Complainants wish to have their concerns listened to carefully and, where the complaint is upheld, to receive an apology. Wherever possible, Cornerstone will work towards achieving this kind of satisfactory outcome. In instances where the complaint is more serious, and/or is unable to be resolved through the procedures detailed below, the Complainant will be advised, and given the necessary information, to take their case to the relevant professional body.

- All feedback and any complaint will be taken seriously by Cornerstone staff and Associates
- A written record will be made of any complaint immediately
- All parties to a complaint will be given due consideration

In the event that a complaint is made by a client about any member of staff or Associate, acting under Cornerstone's auspices, and which concerns their competence, ethical or other conduct, the following procedures will be initiated:

#### **1) Informal Stage**

- a) In the first instance, where the complaint is in respect of an Associate, one of the Principals of Cornerstone, or their appointed deputy, will discuss the matter with the Complainant and encourage and support them in raising the issue at the next counselling session in order to try to resolve the matter. Both Principals will be informed.
- b) The Associate will be contacted personally (unless this proves impossible, in which case a letter will be sent) by one of the Principals to alert them to the complaint and the recommendation to discuss in the next session and the Complainant will be informed that this will happen.
- c) Where the complaint is regarding administration staff, and following discussion with the Complainant, the Principal will discuss the issue with the receptionist and try to resolve the matter.

In the event that the Complainant finds the above course of action unsatisfactory the Complainant will be advised to put their complaint in writing and the first stage of the formal procedure will be initiated. Should the Complainant ask for a formal procedure without writing a letter a record will be made of the complaint and the request and the formal procedure will be initiated.

## **2) Formal Procedure Stage One**

- a) The Principals will be informed and one of them will be designated to deal with the complaint and the complaints process.
- b) Upon receipt of the complaint, written or otherwise, a letter of acknowledgement will be sent to the Complainant.
- c) The Subject of the complaint will be informed personally as soon as possible, unless it proves impossible to make personal contact, when a letter will be sent. A copy of any written complaint will be given to the Subject. The Subject will be advised to book a supervision session to discuss the issue and obtain support. The Associate's Supervisor will be made aware of the complaint by Cornerstone and a copy of any written complaint will be forwarded to them.
- d) A meeting will be arranged between the Principal and the Subject of the complaint to discuss the complaint. The Principal will make notes of this meeting and ensure that all heads of complaint are dealt with in the discussion.
- e) Following this meeting the Principal will write to the Complainant informing them of the outcome.

In the event of the Complainant being dissatisfied with the outcome and wishing to pursue the complaint further the following procedure will be initiated.

## **3) Formal Procedure Stage Two**

- a) The Subject of the complaint will be informed in person and in writing that Stage Two has been initiated.
- b) Both the Complainant and the Subject will receive an outline of this stage of the procedure.

- c) This stage will be conducted as speedily as possible, bearing in mind that it may take time to arrange for all relevant parties to be available.
- d) A discussion will take place with the Subject's Supervisor to explore the matter fully.
- e) The Principals will discuss and decide on the appropriateness of further individual interviews with the Complainant and Subject and appoint a Complaints Committee consisting of the two Principals and up to three invited independent persons. When the complaint refers to the conduct of both Principals, or when there is any conflict of interest which should preclude one or both Principals participating, at least two independent persons will be asked to participate. A Chair will be appointed to convene a hearing.
- f) Both Complainant and Subject will be invited to attend the hearing and briefed on the proposed conduct of the hearing, and each will be informed that they may bring a supportive companion.

In the event of the complaint being upheld all parties will be informed and the Committee will discuss and implement appropriate disciplinary procedures.

In the event of the complaint being dismissed all parties will be informed and the Complainant will be given information about taking their complaint to the relevant professional body.

We provide an Therapeutic Executorship service. If you to use this service please talk to a member of staff

## **Contract for Therapeutic Executorship**

This is a contract between Cornerstone Counselling and Therapy Centre and the Therapist

(Name) .....

For an annual/monthly\* fee, as agreed, Cornerstone CTC will provide the following services in the event of the above-named being unable to carry out their client/supervisory work due to incapacity or death:

**1. Action in the event of temporary incapacity due to illness or accident, where a return to work is anticipated in the near future**

1.1. Cornerstone's Appointed Representative will contact clients/supervisees to notify them and give agreed holding information.

**2. Action in the event of long-term or permanent incapacity or death**

2.1. Cornerstone's Representative will contact clients/supervisees to notify them

2.2. Cornerstone CTC will offer at least one session with a counsellor to explore the impact of the situation and facilitate exploration of alternative and suitable sources of support, where appropriate

2.3. Cornerstone CTC, if appropriate, will offer such alternative support, at the client's/supervisee's expense

2.4. Cornerstone's Representative will also inform the therapist's clinical supervisor.

2.5. Cornerstone's Representative will return images to the nominated clients, and will offer the option of a therapeutic session to effect this return.

**3. Contact information**

- 3.1. The therapist will ensure that Cornerstone is informed of contact details for clients, updated on a regular basis.
- 3.2. The therapist will ensure that Cornerstone has contact details of their clinical supervisor, updated as necessary.
- 3.3. The therapist will supply their supervisor with a copy of this contract and hereby gives permission for relevant information about clients to be passed by the supervisor to Cornerstone's Appointed Representative to enable appropriate and sensitive support of clients

4. **Fee:** To be discussed as required

- 4.1. Cornerstone's annual/ will include the costs of the above actions.

Signed  
For Cornerstone

Signed  
Therapist

Date .....

**Cornerstone Counselling and Therapy Centre  
Privacy Notice For Associates**

Please note the following

(in compliance with GDPR Regulations in force from May 2018):

As an Associate of Cornerstone we take your privacy and confidentiality as seriously as possible, consistent with providing you with the service. Cornerstone only keeps information about you that is provided by you, apart from financial records and invoicing which we are obliged to retain for 7 years for tax purposes, and records related to any on-going complaint.

When you contact Cornerstone with a view to being an Associate, your contact details will be recorded and retained and telephone numbers may be retained on handsets. Emails may be retained for the duration of your Associateship. Your application form, Associate Agreement and annual updates will be retained for the duration of your Associateship. Your personal details will never be shared with clients or others without your permission, unless required by law.

Paper records are held in a locked filing cabinet whilst financial records of your room usage and invoicing are also kept on computer (password protected). Access to these records is only available to our Owners and Administrative Team. Financial records are also submitted to our accountants whilst they audit our accounts.

You may ask to view any information we hold about you at any time during your Associateship with Cornerstone. When your contract with Cornerstone is ended your personal details will be shredded, unless you are taking a break and request that we keep you on our files for a specified period, and with the exception of information kept for accounting and tax records.

You should be aware that email correspondence cannot be guaranteed as secure. Email correspondence between Cornerstone and you may be kept for the maximum of the duration of your Associateship with the exception of anything relating to an on-going complaints process. Once any such process is completed the outcome will be recorded and kept but other documents and emails will be destroyed.

Our office computers allow access to Cornerstone documents by password, and email by a further password (both available to the staff Team). The staff team also accesses information remotely (out of hours support) via password protected email. Information about you will never be passed on to third parties except if required by law

**Privacy Statement-For you to use with your clients if you wish**

**YOUR Name--- Cornerstone Counselling and Therapy Centre, 99 Murray Road, Sheffield, S11 7GH**

This privacy statement explains how I protect and manage your data in a secure way while putting you in control of what happens to it.

If you have any questions about this privacy statement, you can contact me using the number or email above or talk to me in a session.

This privacy statement will be updated from time-to-time to make sure it complies with the latest regulations and best practice.

### **Why I collect your data**

I use your contact details to help me manage our communication between sessions including cancellations or changes and other practical issues.

I request your GP details in the event I need to contact your GP to ensure continuity of care or if I have concerns about your welfare or that of another person. Whenever possible, I would discuss contacting your GP with you first.

I keep handwritten brief, factual notes on sessions. These could include the main points arising from sessions, a record of your attendance and a record of your payments.

### **When I will share your data**

I will not share your data with any third parties with the following exceptions:

- I discuss my client work with a supervisor as part of maintaining good practice. The content of my supervision sessions is confidential.
- If it is required to protect a child, vulnerable adult, yourself or the public.
- If it is required for the prevention or detection of a crime.
- If I am required to do so by any court or law or any relevant regulatory authority.

### **How I store your data**

I keep client notes and information each separately from each other and in a locked, secure place. Records are kept for a period of five years after the end of a period of counselling. After this time, they are securely destroyed.

I will delete any email correspondence between us and your phone number on conclusion of your period of counselling.

**IF you store data on your email/phone etc -This will need to be detailed as to how you do this securely.**

**FOR COMPLETION BY THE CLIENT**

**Your rights**

Under the *General Data Protection Regulation (GDPR)*, you have rights as an individual which you can exercise in relation to the information I hold about you:

<https://ico.org.uk/your-data-matters/> My ICO number.....

**Your consent**

**Do you agree to me using your data as described in this privacy statement?**

Decision .....

Name .....

Signature .....

Date .....

**Your contact details**

Mobile no ..... Messages can be left (Y / N)

Email ..... Messages can be sent (Y / N)

**Your GP**

Name .....

Surgery .....

Telephone .....