

Newfoundland & Labrador Association of
Social Workers

RESOURCE GUIDE FOR PRIVATE PRACTICE

TABLE OF CONTENTS

Introduction	1
Definitions	2
Ethical Responsibilities and Considerations	3
Entering Private Practice	3
Conflicts of Interest	5
Documentation & Recording	8
Legislation	9
Complementary & Adjunct Therapies	11
Supervision/Consultation	11
Technology Use	12
Multi-Jurisdictional Practice	12
Succession Planning	13
Professional Development	14
Private Practice Roster	14
Summary	14
Acknowledgements	15
References	15

INTRODUCTION

The Newfoundland and Labrador Association of Social Workers (NLASW) is the regulatory body and professional association for social work in Newfoundland and Labrador (NL). NLASW is responsible for regulating the practice of social work under provincial legislation titled the *Social Workers Act*, SNL 2010, c.S-17.2. The vision is *Excellence in Social Work*.

The social work profession in NL continues to grow with registered social workers employed in diverse fields of practice throughout the province. Private practice also continues to expand with social workers involved in a broad range of activities including, but not limited to the provision of individual, couple, family and group therapy, completion of assessments, leadership and consultation in organizational development and evaluation, facilitation of community dialogue, community consultation and development, provision of education, training and case consultation, and being responsive in critical incidents and emergencies.

The decision to enter private practice is often based on a number of factors which include the following:

- Increased autonomy and independence in practice.
- Greater flexibility in work hours and number of clients.
- Ability to specialize in a specific area.
- Response to a community or organizational need.
- Supplement to other employment or volunteer work.

Private practice is a professional and business venture. As entrepreneurs, social workers in private practice need to consider all of the business aspects of running an independent practice that would normally be handled by an employer (i.e., accounting practices, tax remittances, rental agreements, insurance, record storage and security, fee schedules, administrative tasks, etc.). Social workers considering private practice are encouraged to develop a business plan, implement accounting practices, seek clarification regarding HST exempt services from the Canada Revenue Agency, and obtain legal consultation as appropriate.

From a professional perspective, social workers in private practice continue to seek guidance and information from the NLASW on issues such as record keeping, informed consent, and on-line communication that follow social work standards of practice, the Canadian Association of Social Workers' (CASW) Code of Ethics (2005), and applicable legislation. This resource guide is meant to supplement the CASW Code of Ethics (2005), raise awareness of ethical considerations and best practice standards, and support social workers in developing their own risk management strategies pertaining to private practice.

DEFINITIONS

Social Work

According to the International Federation of Social Workers (2000):

The social work profession promotes social change, problem solving in human relationships and the empowerment and liberation of people to enhance well-being. Utilising theories of human behaviour and social systems, social work intervenes at the points where people interact with their environments. Principles of human rights and social justice are fundamental to social work.

The *Social Workers Act 2010* of Newfoundland and Labrador defines social work as:

the assessment, remediation and prevention of psycho-social problems and the enhancement of the social, psycho-social functioning of individuals, families, groups and communities by

- (i) providing direct counselling and therapy services to clients,
- (ii) developing, promoting and delivering human service programs, including those done in association with other professions,
- (iii) contributing to the development and improvement of social policy, and
- (iv) conducting research in the science, technique and practice of social work.

Social Worker

In order to refer to oneself as a social worker or to practice within the scope of practice of the social work profession in Newfoundland and Labrador, an individual must meet the criteria for registration as outlined under the *Social Workers Act 2010*. Registered social workers are granted the RSW designation. Use of the RSW designation affirms that the individual has met the criteria for registration and has been granted use of the title and right to practice social work in Newfoundland and Labrador.

Clients

Clients include a “person, family, group of persons, incorporated body, association or community on whose behalf a social worker provides or agrees to provide a service or to whom the social worker is legally obligated to provide service” (CASW, 2005a, p. 10). The word, “client,” acknowledges the power differential that exists between giver and receiver of service.

ETHICAL RESPONSIBILITIES & CONSIDERATIONS

ENTERING PRIVATE PRACTICE

Competency

The decision to enter private practice is one that should not be taken lightly. While the Bachelor of Social Work (BSW) sets the minimum educational requirement for social work registration in Newfoundland and Labrador, the NLASW recommends that those entering private practice have a Master of Social Work (MSW) and at least three years of social work experience relevant to the proposed area of private practice (NLASW, 2011a).

It is the responsibility of the social worker considering private practice to assess one's own competence in working independently. The CASW Code of Ethics (2005) asserts that "social workers demonstrate due care for client's interests and safety by limiting professional practice to areas of demonstrated competence". The following are some questions one may want to consider.

- 1) What is my experience in the practice area I am interested in pursuing (i.e., mental health counselling, trauma based therapy, workplace stress, etc.)?
- 2) What formal training or continuing education have I completed to ensure that I have the appropriate skills, knowledge and competencies to practice in this area?
- 3) What are my identified gaps and how will I address them?
- 4) Are there practice resources or standards/guidelines that I should be knowledgeable about (i.e., Standards for Technology Use in Social Work Practice, Complementary and Adjunct Therapies: A guide for registered social workers, Standards for Child Custody and Access Assessments)?
- 5) Am I able to obtain access to consultation/supervision?

Liability Insurance

Social workers in private practice have an ethical responsibility to ensure they have adequate malpractice, defamation and liability insurance as outlined in Section 5.1 of the CASW Guidelines for Ethical Practice (2005). Currently, members are able to avail of liability insurance through AON Reed Stenhouse. For more information on AON, please visit <http://extranet.aon.ca/casw/>.

Responsible Fee Practices

Client Fees

The NLASW does not set or recommend fees for private practice. It is the responsibility of individual private practitioners to set reasonable fee structures that are in line with the social work services being provided, and for clients to be aware of these fees at the onset of the professional relationship. Requests for additional services outside of the initial contract (i.e., requests for letters) should be discussed prior to the additional service being provided as part of the on-going informed consent process. This is congruent with Section 5.3.1 of the CASW Guidelines for Ethical Practice (2005) which states:

Social workers who enter into a fee for services contract with a client:

- Disclose at the onset of the relationship, the fee schedule for social work services including their expectations and practices with respect to cancellations and unpaid bills.
- Only charge a fee that was disclosed to and agreed upon by the client
- Charge only for the reasonable hours of client services, research, consultation and administrative work on behalf of a given client. (5.3.1)

Fee Recovery

It is the responsibility of the social worker to develop policies on how fees will be collected, and to ensure that clients are aware of this policy at the onset of the professional relationship. The CASW Guidelines for Ethical Practice (2005) provides some guidance for social workers in developing these policies.

5.3.3 Social workers may charge a rate of interest on delinquent accounts as is allowed by law. When such interest is being charged, social workers state the rate of interest on all invoices or bills.

5.3.4 Social workers may pursue civil remedies to ensure payment for services to a client, where the social worker has advised the client of this possibility at the outset of the contract. (See section 1.5 regarding confidentiality).

Social Work included in Medical Expense Tax Credit

As of September 26, 2012, Registered Social Workers (RSW's) are authorized as 'medical practitioners' under the *Income Tax Act*. Therefore, clients of private practitioners providing health care services are able to claim service fees on their income tax returns. Under the Medical Expense Tax Credit (METC), the federal government gives a non-refundable credit of 15

per cent on allowable medical expenses that exceed 3 per cent of the taxpayer's net income or \$2,109 in 2012, whichever is less. The provinces also offer credits. This information can be communicated to clients as part of the service contract. Information on the medical expense tax credit can be accessed on the Canada Revenue Agency website at www.cra.gc.ca/medical.

Insurance Coverage

Some insurance companies will cover the cost of social work services that are provided by private practitioners. Members are encouraged to explore this with clients who have private health insurance.

CONFLICTS OF INTEREST

Workplace

It is often the case that social workers in private practice are also employed with organizations providing health/social service delivery (i.e., regional health authority). A common dilemma for some social workers is whether or not they are able to see agency clients privately. The CASW Guidelines for Ethical Practice (2005) speaks to this issue.

5.2.1 Social workers do not solicit clients for their private practice from their colleagues or their place of work, unless there is a request for social workers to do so. (For example, in hard to service areas, employers may need employees who also have a private practice to provide follow-up services).

5.2.2 Subject to 5.2.1, social workers may accept clients from their workplace when the workplace does not provide a similar service or in accordance with established workplace guidelines regarding such referrals.

It is also important that social workers engaged in private practice, while being employed with organizations providing health/social services, consult with their agency regarding conflict of interest policies. In situations where agency referrals are made to one's private practice, and in keeping with Value 4 in the Code of Ethics (Integrity in Professional Practice), it is important that the social worker clearly document the nature of the request and ensure that the agency and the client is aware of the social worker's documentation policy and how information will be shared as part of the informed consent process.

Professional Relationships

As outlined in the CASW Guidelines for Ethical Practice (2005), “social workers avoid conflicts of interest that interfere with the exercise of professional discretion and impartial judgment” (p. 11). These conflicts of interest may be real or perceived.

Social workers who anticipate a conflict of interest, based on the nature of the work (i.e., individual versus family therapy) must inform clients about the possible conflict and develop a strategy to address this conflict.

Social workers have an ethical responsibility to establish and maintain appropriate professional boundaries throughout the course of the professional relationship and once the relationship has ended. Issues that warrant consideration include but are not limited to:

- Development of social media policies and handling of friend requests from clients.
- Evaluating potential for dual and multiple relationships (i.e., providing service to a friend or family member).
- Establishing ones private practice in a home based setting and considerations of professional/personal self-disclosure.

The NLASW continues to develop resources social workers may avail of in thinking through many of these issues, including articles in Connecting Voices and Practice Matters publications. These resources can be accessed through the NLASW website at www.nlasw.ca.

Advertising & Testimonials

Social workers in private practice are increasingly developing professional websites and exploring social media platforms (i.e., LinkedIn) to promote their private practice. While advertising is not specifically addressed in the CASW Code of Ethics (2005), there are several areas that warrant attention: integrity in practice, the use of testimonials, and client confidentiality.

The CASW Guidelines for Ethical Practice (2005) emphasizes that:

“Social workers do not claim formal social work education in an area of expertise or training solely by attending a lecture, demonstration, conference, workshop or similar teaching presentation” (p. 22)

“Social workers do not make false, misleading or exaggerated claims of efficacy regarding past or anticipated achievements regarding their professional services” (p. 22).

While related to the issue of competency, it is important for social workers to keep these guidelines in mind when developing professional websites. When advertising fee based services, it is crucial that social workers are transparent in promoting the experience and expertise they bring to providing the highest quality service, accurately stating their professional training and education, and promoting excellence in the social work profession.

Some regulatory bodies, including the Ontario College of Social Workers prohibits the use of client testimonials in promotional activities. While there may be benefits for using testimonials from a business perspective, when used in a professional manner, testimonials may have the potential to create a conflict of interest between the social worker and client; particularly if the relationship becomes challenging. Testimonials may impact upon the professional boundary, with the client feeling that they have a different or more special relationship with the social worker than other clients. Testimonials may also be misleading to other clients needing to access service. Every individual will respond to treatment and intervention differently. A client reading about a positive testimonial from a current or previous client may enter the social work relationship with unrealistic expectations for change.

While the NLASW does not have a formal position on the use of testimonials, it is imperative that social workers give due attention to the ethical issues and considerations of using client testimonials and make decisions that are in the best interest of the client. This is also in keeping with Value 3: Service to Humanity of the CASW Code of Ethics (2005) and the principle which affirms that “social workers place the needs of others above self-interest when acting in a professional capacity” (p. 6).

The posting of client information on internet or social media platforms also warrants caution, particularly as it relates to client confidentiality and privacy. Posting of client information, even without disclosing a client’s name, age, or ethnicity may not be enough to protect client confidentiality (Kolmes, 2009). Therefore, if client testimonials are used, client informed consent is imperative. As outlined in the CASW Guidelines for Ethical Practice (2005):

Social workers respect client’s right to privacy.....Once information is shared or observed in the professional context, standards of confidentiality apply. Social workers protect clients’ identity and only disclose confidential information to other parties (including family members) with the informed consent of clients or the clients legally authorized representatives, or when required by law or court order. This obligation continues indefinitely after the social worker has ceased contact with the client (p.6).

DOCUMENTATION AND RECORDING

Record Retention

Documentation is an integral part of professional social work practice, and all social workers have an ethical and legal obligation to maintain records of social work intervention (s). The CASW Code of Ethics (2005), and the NLASW Standards for Social Work Recording (2005), outlines the responsibility social workers have in documenting interventions with clients and client systems.

One of the questions that many private practitioners have is around the length of time client files must be kept following the termination of the social work relationship. Nationally, there is no consistency in relation to best practice guidelines respecting the length of time that client files should be maintained following the social work intervention. The NLASW recommends that client records be kept for a minimum of seven to ten years from date of last entry, unless otherwise specified by legislation or organizational policy. Social workers in private practice need to use their own professional judgment in assessing whether a client file needs to be kept longer than the recommended time period. This may depend on the nature of the social work intervention and whether access to the file may be needed beyond the seven year time frame.

If the client is under the age of 18 when the last entry is made, the client file should be kept for a minimum of 7 to 10 years from the date that the client turns or would turn eighteen. This guideline is reflected in the Ontario College of Social Workers and Social Service Workers (2008) Code of Ethics.

“College members ensure that each client record is stored and preserved in a secure location for at least seven years from the date of last entry or, if the client was less than eighteen years of age from the date of last entry, at least seven years from the day the client became or would become eighteen” (p. 17).

It is the responsibility of the social worker in private practice to develop procedures and policies for record storage (paper or electronic), maintenance and security, and for ensuring that clients are aware of these policies as part of the informed consent process.

Client Access to Files

Giving clients the right to access their files and to correct any inaccuracies in the information documented about them is an ethical and legal responsibility. According to the CASW (2005) Guidelines for Ethical Practice:

“Social workers ensure that clients have reasonable access to official social work records concerning them. However, if there are compelling professional, ethical, or legal reasons for refusing access, social workers advise clients of their right to request a review of the decision through organizational or legal channels” (p. 10).

Generally, organizations and employers have policies and procedures established for clients wishing to access their records. It is the responsibility of the social worker in private practice to develop one’s own policies in keeping with the Code of Ethics (2005) and relevant legislation and to advise clients of same.

LEGISLATION

It is the responsibility of social workers in private practice to be familiar with legislation governing their practice and/or impacting on the clients with whom they are working. This includes, but is not limited to the following:

Personal Health Information Act (2008)

The Personal Health Information Act (PHIA) is a provincial law that governs the collection, use and disclosure of personal health information by individuals and organizations, also known as custodians, in the delivery of health care services. It is important to note that social workers engaged in private practice are custodians under this Act. Therefore, social workers in independent practice should be familiar with this Act and develop policies regarding the collection, use and disclosure of client information. Further information can be found at <http://www.health.gov.nl.ca/health/phia/#overview>. It is also incumbent upon the social worker to ensure that clients are familiar with these policies as part of the informed consent process.

Children and Youth Care and Protection Act (2010)

This Act provides the legislative framework for the protection of children in Newfoundland and Labrador. The Act outlines the definition of a child in need of protective intervention, and the duty to report. Social workers in all areas of practice have a legal and ethical responsibility to report concerns about children who may be in need of protective intervention. Specifically, Section 11 of the Act states that:

(1) Where a person has information that a child is or may be in need of protective intervention, the person shall immediately report the information to a manager, social worker or a peace officer.

An Act Respecting the Protection of Adults (Adult Protection Act, 2011, not enforce)

This Act sets the legislative framework for the protection of adults in Newfoundland and Labrador. The Act outlines the definition of an adult in need of protection, and once proclaimed will replace the Neglected Adults Welfare Act (1973). Section 5 of the Act defines an adult in need of protection as an adult who lacks capacity and who

- (a) is incapable of caring for himself or herself, or who refuses, delays or is unable to make provision for adequate care and attention for himself or herself; or
- (b) is abused or neglected.

Section 12 of the Act states that “A person who reasonably believes that an adult may be an adult in need of protective intervention shall immediately give that information, together with the name and address of the adult, if known, to the provincial director, a director, a social worker or a peace officer”.

Mental Health Care and Treatment Act (2006)

This Act replaces the Mental Health Act (1971), and is focused on the protection and treatment of people suffering from severe and persistent mental illness. In keeping with a “*rights based approach*”, the act sets forth the criteria and procedures for deciding if a person should be involuntarily certified, and allows for the provision of community treatment orders.

Other Legislation

There may be other legislation relevant to different practice areas. Social workers in all areas of practice are encouraged to be familiar with these Acts. Provincial legislation can be accessed through the House of Assembly on the Government of Newfoundland and Labrador website at <http://www.assembly.nl.ca/legislation/default.htm>. As social workers in private practice do not have access to an employer who can interpret legislative policies and aid in the decision-making process, social workers are encouraged to seek legal advice if they are unclear about legal requirements in any given case (i.e., reporting requirements). It is important that these consultations be documented as part of the decision-making process. This is also an important risk management strategy. It is also the responsibility of the social worker to ensure that clients

are aware of any reporting requirements under provincial/federal legislation as part of the informed consent process and limits to confidentiality.

COMPLEMENTARY AND ADJUNCT THERAPIES

The NLASW produced a guideline document titled “*Complementary and Adjunct Therapies: A Guide for Registered Social workers*” in 2011. “Complementary and adjunct therapies and techniques refer to intervention by a registered social worker within the context of the social work relationship which is outside of the conventional practice of social work and is not the primary modality of treatment” (NLASW, 2011b). Examples include but are not limited to relaxation therapy, play therapy, Eye Movement Desensitization Reprocessing (EMDR), faith based counselling.

As outlined in the document, when choosing to utilize complementary or adjunct therapies and techniques within the context of social work practice, social workers need to:

- Engage in a process of clear informed consent with the client.
- Determine that the form of intervention is in the best interest of the client.
- Clearly assess personal competence to engage in the use of the specific therapy or technique.
- Maintain appropriate professional boundaries.

The complete guideline document, which contains a series of questions to reflect upon prior to incorporating complementary and adjunct therapies in practice, can be accessed on the NLASW website at http://www.nlasw.ca/pdf/Complementary_Therapies.pdf.

SUPERVISION/CONSULTATION

As outlined in the NLASW *Standards for Supervision of Social Work Practice* (2011c), “social workers in practice should have access to regular, consistent and structured supervision” (p.10). While the need for social work supervision may change over the course of one’s career, it never diminishes. Social workers in private practice should seek reasonable and timely access to supervision or peer consultation to foster knowledge and skill development, critical thinking and self-reflection. As outlined in the standards, factors that may be helpful in determining how much supervision/consultation is required include “the education, knowledge and experience of the social worker, the level of risk involved in the practice activity and the level of stress experienced by the social worker” (p 10). The amount of supervision or consultation may

also be impacted by the size of one's caseload and the complexity of the work. When social workers consult on complex cases, and identifying information is being used, it is the responsibility of the social worker to seek informed consent from the client and have same documented on the client file.

TECHNOLOGY USE

Increasingly, social workers use technology to provide social work interventions, document client service delivery, and communicate with clients, colleagues and organizations. On-line counselling (or e-therapy) and social media are also being used more frequently in social work practice.

The NLASW produced *Standards for Technology Use in Social Work Practice* in 2012 to support social workers in their use of technology in social work practice, highlight awareness of the practice considerations and ethical responsibilities, and promote best practice standards. This document can be found on the NLASW website at http://www.nlasw.ca/pdf/Standards_For_Technology_Use_In_Social_Work_Practice.pdf.

It is imperative that social workers utilizing technology in their practice are familiar with technology standards and to seek consultation where appropriate.

MULTI-JURISDICTIONAL PRACTICE

As outlined in the NLASW *Standards for Technology Use in Social Work Practice* (2012), "social workers have a responsibility to be aware of inter-jurisdictional issues when providing therapy or social work services using electronic technologies (i.e., on-line counselling, on-line support groups, video conferencing etc." (p. 9).

Regulatory requirements pertaining to social work practice vary across provinces, US states and countries. It is the responsibility of social workers who reside in NL to be aware of and adhere to the registration requirements for social work practice in this province, as well as the jurisdiction where the client resides. Social workers should also ensure that they have professional liability insurance policies which provide adequate coverage for the practice and the jurisdiction in which practice is being provided. Further information on the jurisdictional regulatory requirements can be obtained by contacting the appropriate regulatory agency in the jurisdiction where the client resides.

Social workers who use technology in their work with clients residing in other jurisdictions also need to be familiar with local resources that clients may be able to access in addition to the social work relationship and to integrate this into the informed consent process.

SUCCESSION PLANNING

Independent work brings very unique challenges one must consider in ensuring that clients receive appropriate services across the continuum of care. Some of the issues one may want to consider include:

- Medical/extended leave and its impact on service delivery.
- Competency.
- Death of the social worker and protection of client files.
- Sudden interruptions to services.

Social workers in private practice who anticipate having to take medical/extended leave should ensure that clients receive advanced notice (when possible) to the disruption of services, and to make necessary referrals for timely and appropriate access to continuing care with the informed consent of the client. As outlined in the CASW Guidelines for Ethical Practice (2005), “when obligated to interrupt or terminate a professional relationship, social workers advise clients regarding the discontinuation of service and if possible, ensure their referral to another professional” (p. 11).

Similarly, a referral to another professional may be warranted when issues arise during the professional relationship that fall outside the parameters of the social workers’ expertise and knowledge, and cannot be addressed in the interim with additional professional development. It is the responsibility of the social worker to acknowledge one’s knowledge, skills and competencies and to be transparent with clients on their limitations.

While the Code does not specify what to do in terms of the death of a social worker in private practice, it is important that social workers in this area make advance preparations about what will happen with their client files in the event that they become deceased, and for this to become part of the informed consent process.

It is preferable that social workers in private practice make arrangements with another social work colleague to have their files transferred in the event of their death. It is important that clients understand and know where their files will be located in the event that their social worker becomes deceased, and that the termination of the social work service can occur. The

2005 CASW Code of Ethics states that *“Social workers transfer or dispose of clients’ records in a manner that protects clients’ confidentiality and is consistent with provincial/territorial statutes governing records and social work regulation”* (p. 10). Legal consultation would be helpful in this process, as this information can be incorporated in your last will and testament, or as part of a contract with a supervisor as part of supervisory responsibilities in private practice.

PROFESSIONAL DEVELOPMENT

It is the responsibility of social workers in private practice to engage in professional development events and activities that meet the NLASW Continuing Education Policy as per the yearly registration renewal process. While it is recognized that social workers in private practice must take time away from work and cover the necessary expenses, the need for continuing professional education does not dissipate with experience in the field or as one enters private practice. This is consistent with the CASW Code of Ethics whereby *“social workers have a responsibility to maintain professional proficiency, to continually strive to increase their professional knowledge and skills, and to apply new knowledge in practice.....”* (p. 8). This includes education that allows one to enhance their competencies in theory, practice, relevant legislation, and technology.

NLASW PRIVATE PRACTICE ROSTER

The private practice roster is a method for registered social workers to promote their practice. Voluntary registration allows the NLASW to identify, recognize, and promote those social workers who meet the Association’s criteria for practice and is a resource for members of the public. These criteria include:

- MSW from an accredited Canadian School of Social Work or international equivalency.
- Three or more years of experience as a registered social worker relevant to the proposed area of practice.
- Ongoing professional development in the proposed fields of practice.
- Access to registered professionals for consultation.
- Proof of liability insurance.
- RSW in good standing.

SUMMARY

This resource document is intended to raise awareness of some of the ethical and professional practice considerations for social workers engaged in private practice. It is important for social workers who are considering private practice, in the process of beginning their practice, or those entrenched in the practice to consider the areas identified in this document in developing their business and risk management strategies. Social workers in private practice are also encouraged to consult appropriate resources (i.e., legal) for questions pertaining to the business aspect of private practice.

ACKNOWLEDGEMENTS

The NLASW would like to thank those who contributed to the vision of this document and to members who reviewed the material and provided feedback.

REFERENCES/RESOURCES

An Act Respecting the Practice of Social Work (*Social Workers Act*), SNL 2010, S-17.2.

An Act to Provide for the Protection of Personal Health Information (*Personal Health Information Act*), SNL 2008, P-7.01.

Betteridge, L. (2011). *Private practice – The cost of doing business*. Ontario: Ontario College of Social Workers and Social Service Workers.

Blake, P. (2004/2005). *Self-employment – Look before you leap*. Ontario: Ontario College of Social Workers and Social Service Workers.

Canadian Association of Social Workers (CASW) (2005a). *Code of ethics*. Ottawa, Ontario: Author.

Canadian Association of Social Workers (CASW) (2005b). *Guidelines for ethical practice*. Ottawa, Ontario: Author.

International Federation of Social Workers (2000) Retrieved March 2, 2010, from <http://www.ifsw.org/f38000138.html>

Newfoundland and Labrador Association of Social Workers (2012). *Standards for technology use in social work practice*. St. John's, NL: Author.

Newfoundland and Labrador Association of Social Workers (2011a). *Private practice policy*. St. John's, NL: Author.

Newfoundland and Labrador Association of Social Workers (2011b). *Complementary and adjunct therapies and techniques: A guide for registered social workers*. St. John's: Author.

Newfoundland and Labrador Association of Social Workers (2011c). *Standards for supervision of social work practice*. St. John's, NL: Author.

Ontario College of Social Workers and Social Service Workers (2008). *Code of Ethics and Standards of Practice Handbook*. Ontario: Author

Additional Reading:

Australian Association of Social Workers (AASW) (2013). *Ethics and practice guideline – self-employment/private practice*. Retrieved July 25, 2013 from website <http://www.aasw.asn.au/document/item/4573>.

Cox, K. (2009). *Redefining private practice – smart ideas for a changing economy*. *Social Work Today*, 9(6). Retrieved July 25, 2013 from website www.socialworktoday.com/archive/112309p12.shtml.

National Association of Social Workers (NASW) (2011). *Opening a new private practice*. Retrieved July 25, 2013 from website <http://careers.socialworkers.org/documents/Opening%20a%20Private%20Practice.pdf>.

National Association of Social Workers (2003). *Clinical social workers in private practice: A reference guide*. Washington, DC: Author.

Peck, S. (2013). *Private practice: When it's not right for you*. Retrieved July 25, 2013 from website http://www.socialworker.com/home/Feature_Articles/Professional_Development_%26_Advancement/Private_Practice%3A_When_It%92s_Not_Right_For_You/.