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DCs Sound Off in Colleges Survey
College Debt and Skillful Payback
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We focus on achieving holistic health through nutrition. From our organic, regenerative farming practices to our Nutrition Innovation Center, we are committed to clinical science that advances health and changes lives.

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“Diversity is receiving an invitation to a party; equity is possessing the resources to attend; inclusion is being asked to dance.”
— Author unknown

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THE COLLEGE ISSUE

THE FALL SEMESTER OF 2020 WILL BE LIKE NO OTHER for chiropractic colleges and universities, their faculty, and most of all, chiropractic students.

As institutions work through COVID-19 challenges, primarily among them the safety of students on campus, thought leaders in higher education are debating whether it’s time to reinvent the traditionalunchanging college education. What will post-pandemic education look like in 2021, but more importantly, what could it look like? Could an education become cheaper for chiropractic students who could graduate with less of a debt load? Could higher level institutions in turn receive more of the state and national support that has dwindled over the years?

As we went to press with this issue, higher education chiropractic institutions were still in the midst of fluid planning for hopeful in-person fall semesters and trimesters or moving to all-online. While they were understandably reticent to talk COVID-19 planning, presidents and administrators did speak to us about one of the biggest issues coming out of this year’s schools survey — student debt. Administrators outlined some of the new initiatives schools are taking to assist students, while students and new DCs in the field spoke with us about how debt shapes some of their early career decisions.

The power of testimonials

From an industry standpoint all the way down to the smallest practice, chiropractic testimonials remain so powerful as a vehicle to bring in new patients while giving examples of life-changing impact.

Case in point — chiropractor Chris Rynd. Two years into his career after attaining a degree in chemistry, he injured his C1/C2 vertebrae at the gym, resulting in headaches, a tearing eye and “10 out of 10” headaches. Pain medicine and muscle relaxants provided no relief, and doctors said spinal surgery was the only option, at age 26. He finally sought out a chiropractor, and after one adjustment his symptoms disappeared. He changed careers, pursued a chiropractic degree, and graduated this year.

“I never knew so much stuff played a vital role to the nervous system, where any small adjustments can make a huge difference to the entire body,” he told the Tullahoma News. “I want to give people hope that they don’t have to live in chronic pain all the time or take a pill all the time for chronic pain.”

Our surveys consistently show that many chiropractors enter the field after an injury or malady and a run-in with a DC that changes their life — and subsequently makes them want to help others avoid surgery and drug reliance and heal others in that same life-changing fashion.

Use the power of testimonials in your marketing communications to highlight your life-changing results.

Back to school(s)

As you’ll read in our feature story, even before the pandemic, higher education “was in many ways being held together by prayers, Band-Aids, international students and a lot of debt,” said Mitchell Stevens, an associate professor of education at Stanford, speaking to the New York Times. “What the pandemic creates is a kind of existential challenge to so many colleges and universities and business-model presumptions.”

Michaela Edwards, the new president of the American Black Chiropractic Association, told us, “[Due to issues like] waiting for board exams, new DCs are unable to work to their potential in order to pay their living expenses and their debt.”

In addition to our schools feature, this issue also touches on new issues facing graduates and new DCs and tips for practices, and tackling the skillful payback of college debt.

For turbulent times Sun-Tsu said, “In the midst of chaos, there is also opportunity.” Along the lines of positive higher education change, Stevens adds, “That’s an opportunity for fairly radical rethinking.”

To your practice’s success,

Richard Vach
EDITOR-IN-CHIEF

“HIGHER EDUCATION WAS IN MANY WAYS BEING HELD TOGETHER BY PRAYERS, BAND-AIDS, INTERNATIONAL STUDENTS AND A LOT OF DEBT.”
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If you had it to do over, would you attend the same chiropractic school again? If not, which one would you choose?

Use the hashtag #CE for the chance to be featured on our Twitter @ChiroEcoMag

**FACEBOOK QUESTION**

What was the best thing about the chiropractic school you attended?

Each month we’ll ask a new question on our Facebook page. Join the conversation at facebook.com/ChiroEcoMag

**TRENDING STORIES**

**ACA offers DC PPE source**

The American Chiropractic Association (ACA) has teamed with The Raw Office to create a website where chiropractors can purchase personal protective equipment (PPE) and other supplies necessary during the COVID-19 pandemic.

At HealthSupplies.pro, chiropractors can now buy certified PPE, including masks, face shields, goggles, gloves, medical gowns and hand sanitizer, at a lower cost — plus, ACA members receive a 10% discount.

“ACA is pleased to partner with The Raw Office to help chiropractors get the PPE and supplies they need to practice safely during the coronavirus pandemic,” said ACA President Robert C. Jones, DC.

To see available PPE, visit healthsupplies.pro.

ChiroEco.com/PPE

**Kanvas app improves patient experience**

Kazennovate Tech (kazennovate.com) has launched Kanvas, a personalized mobile health application designed to improve patient experience, engagement and outcomes. A large clinical study demonstrated that the use of Kanvas increased patients’ treatment adherence by 36%.

The app is fully customizable and includes a virtual health assessment, rewards program, scheduling and bill pay, and the ability to offer virtual home exercise instruction.

“The chiropractic industry has seen a shift in the way ... chiropractors engage their communities to stay top-of-mind,” says Jay Greenstein, DC, founder and CEO. “We see the Kanvas app ... allowing for improved treatment adherence, outcomes and overall patient experience.”

ChiroEco.com/kanvas

**Device shows visual proof masks block droplets**

In a study appearing online Aug. 7 in Science Advances, Martin Fischer, PhD, and colleagues created a simple device, consisting of a box, laser, lens and cell phone camera, that provided visual proof that face masks reduce droplet emissions during normal wear.

“We confirmed that when people speak, small droplets get expelled, so disease can be spread by talking, without coughing or sneezing,” he said.

The best coverings were N95 masks without valves — the hospital-grade masks used by front-line health care workers. Surgical or polypropylene masks also performed well. Hand-made cotton face coverings gave good coverage, eliminating a substantial amount of spray. Bandanas and neck fleeces didn’t block much at all.

ChiroEco.com/mask-test

**SOCIAL MARKETING**

7 ways to maintain patient privacy on social

Social media is a great marketing tool — but it does carry the potential to violate your patients’ privacy if you’re not careful. Here are seven ways you can help protect your practice:

1. Have a social media policy in place so your coworkers, employees and others know what is allowed on social media pages.

2. Double-check photos. Sharing a funny work photo? Make sure nothing in the photo is a HIPPA compliance violation. If, for instance, there is a paper file hiding in the background, social media users may be able to read a name or scan it for personal information.

3. If you are not sure if your post could be a HIPPA violation, show it to a colleague and get their opinion. They might protect you from a terrible and costly mistake!

4. Get patients’ written permission before sharing their photos on social media. The same goes for patient testimonials and stories.

5. Provide employee trainings regularly on HIPPA and make sure all employees are aware of your social media policies.

6. If you must post about patients, keep these posts as generic as possible (i.e., “I love my patients! They make me smile.” “I went to chiropractic school to help others, and I get to help people every day.” “Remember to wear your face mask!”)

7. When in doubt, remember that social media is public. Treat all social media as public places worthy of great care. — Kodin Morrison

For more social marketing ideas, visit the Business Tips section of chiroeco.com.

**FACEBOOK QUESTION**

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We’ve interviewed some of the best minds in chiropractic. Listen on the go.

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**TWITTER DISCUSSION**

If you had it to do over, would you attend the same chiropractic school again? If not, which one would you choose?

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**MISS THE LAST ISSUE?**

**Natural Opportunities**

A New Health Focus and Skyrocketing Supplement Sales Signal a Consumer Shift

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INDUSTRY NEWS

The Joint Chiropractic gives $1.7 million in free chiropractic care

As part of its commitment to get Americans moving, The Joint Corp. offered new patients a free initial service during June — and delivered more than $1.7 million worth of free chiropractic services to new patients that month.

Despite the pandemic, more than 60,000 new patients took advantage of their free offer. This accomplishment surpasses the company’s initial estimated value of $1 million.

“Since the onset of COVID-19, nearly two-thirds of Americans were forced to work from home, wreaking havoc on their spines,” said Peter D. Holt, president and CEO of The Joint Corp. “It’s clear from our results that thousands of Americans felt a need to incorporate chiropractic care into their health care routines to maintain overall health and wellness. As an essential health care service, we are committed to being there for our patients when and where available during the pandemic, as they seek relief from pain and for their well-being.”

The COVID-19 pandemic continues to generate stress on Americans, resulting in an increase in neck and back pain, sedentary behavior and lower levels of activity. Chiropractic care promotes improved physical function and joint motion in a natural, drug-free way, helping keep the body balanced, flexible and performing at its best.

For more information, visit thejoint.com.

AWARDS NEWS

Rush honored with B.J. Palmer Lifetime Achievement Award

The ICA Council on Upper Cervical Care recently honored pioneer graduate and retired long-serving Sherman College Associate Professor Perry Rush, DC, with the B.J. Palmer Lifetime Achievement Award.

“It is the selfless act of giving by professors across the nation at our chiropractic colleges that helps to guard specific chiropractic practices of the future,” the ICA Council on Upper Cervical Care noted in its announcement. “The future of our profession and chiropractic colleges is only as good as the faculty and staff that make up those institutions. So it is with our greatest appreciation that we award Dr. Perry Rush with the B.J. Palmer Lifetime Achievement Award for being a beacon of light in serving to guard the sacred trust, and shape the future of specific upper cervical chiropractic for generations to come.”

Rush is a 1976 Sherman College pioneer graduate; upon graduation, he taught at Pennsylvania College of Straight Chiropractic for two years at the request of Reggie Gold, DC, PhC. Rush returned to Spartanburg to join the Sherman College faculty in 1980, and he remained there, teaching and serving in his private practice for more than 30 years, until his retirement in 2011.

For more information visit sherman.edu.
AWARDS NEWS

Parker University Board of Trustees presented with board leadership award

The Parker University Board of Trustees in August received the John W. Nason Award for Board Leadership. Ron Parker, who serves on the board of the Association of Governing Boards of Universities and Colleges (AGB), came to Dallas, where Parker is located, to personally present the award.

The Nason Award, established in 1992, is presented with TIAA® to higher education boards that demonstrate excellent leadership and initiative. The award honors leader John W. Nason, who served as the chair of the National Japanese American Student Relocation Council and helped more than 4,000 interned students continue college studies across the nation during World War II.

Amongst 30 nominations, Parker University was chosen to receive the award that highlights critical work performed by boards representing public and private institutions, statewide systems and institutionally-related foundations.

When the university suffered severe damage from a tornado that hit Dallas in October of 2019, the Parker University Board of Trustees immediately deployed resources to restore operations, resulting in little downtime and students resuming studies without serious interruption.

President of Parker University, William E. Morgan, DC, said, “To some who viewed the destruction of the tornado, it seemed as though our institution was finished, but the board of trustees, who possess a spirit of courage and perseverance, saw the possibilities and a vision for a renewed Parker University.”

For more information, visit parker.edu.

CHIROECO.COM
STAFF PICK
CHIRO CAREER GUIDE
CAREERS IN CHIROPRACTIC HEALTH CARE: EXPLORING A GROWING FIELD

Why we love it
“Careers in Chiropractic Health Care: Exploring a Growing Field,” edited by Cheryl Hawk, DC, PhD, CHES, provides potential students of a chiropractic career path, as well as other health care practitioners, with vital information regarding the training required to enter the chiropractic field and the roles of chiropractors in modern health care. This book provides concise yet comprehensive information about career paths, training and professional roles in chiropractic.

Why you should choose this product
Written in an easy-to-read style, it explains training and specific licensure requirements for chiropractors in all U.S. states and provides information useful to health care professionals for referrals and management of patients using chiropractic care. It also identifies opportunities for additional training for current DCs, and details how to set up a successful practice.

For more information, visit amazon.com.

SCHOOL NEWS
NYCC virtually confers degrees to 185 students

NYCC President Michael Mestan, DC, EdD, delivered welcoming and closing remarks at NYCC’s virtual commencement ceremony.

On Aug. 1, the 2020 graduates of New York Chiropractic College were celebrated during the college’s first-ever online commencement ceremony.

Friends, family and members of the NYCC community watched online as degrees were virtually conferred to 74 Doctor of Chiropractic students and 111 Master of Science students.

Awards for excellence in community service, leadership and clinical practice were virtually presented to students by NYCC President Michael Mestan, DC, EdD, who also delivered welcoming and closing remarks.

“Congratulations to each of you,” Mestan said. “Today the health science professions gain a very promising new addition. Your future clients, patients and students will be fortunate to have you as a mentor and a partner in their quest for health and knowledge.

“I am proud of you; I have confidence in you. And I now send you out in the world to lead, to make your own opportunities, to make life better for others and find joy in serving humanity. Congratulations on your graduation and best wishes for your next adventure.”

Faculty and staff also provided a special video message for the graduates.

For more information, visit nycc.edu.

PROFITABLE PRACTICE
Online continuing education creates additional income opportunities

Online chiropractic continuing education has seen a major transformation over the last 10 years, and except for Indiana, Kentucky, Mississippi and Wisconsin, all states allow all or a portion of their continuing education requirements to be obtained online. Amidst COVID-19, many states have removed limitations on distance-based learning for 2020, and more states are anticipated to adopt new policies.

Flexibility and convenience
Technology has provided chiropractors with alternatives to live seminars that, in most cases, provide a more flexible and conducive learning environment. Live seminars are usually presented in a hotel conference room with hundreds of attendees.

Online attendees can view high-quality courses in the comfort of their own home or office, providing a more conducive learning environment. In addition, online attendees can start and stop the course as many times as they like. In the online environment, if the attendee gets tired, he/she can simply stop the course, take a nap, take a walk or get something to eat, and then come back and resume where they left off without missing any course material. Since online chiropractic courses can be completed anywhere, DCs can use their downtime to complete programs at their own pace and in the end offer care that can expand services and income.

For additional information, go to the CE products directory at chiroeco.com/products.
**Full Circle**

**From Contract Manufacturer to Industry Innovator**

**Strong Beginnings**

In 1997, Troy Manufacturing entered the industry as a contract manufacturer of topical analgesics, including formula development.

Upon meeting the founders of Biofreeze - Craig Cox, Chris Cox and Perry Isenberg - Troy formed a partnership and became the sole manufacturing arm of Biofreeze in 2000.

At the time Biofreeze was just starting to become the brand that healthcare professionals wanted to use and sell in their clinics. Troy was able to facilitate this rapid growth from 2000-2005.

The owners of Biofreeze had the confidence to aggressively grow their brand because they had a solid manufacturing partner behind them.

“We were able to ramp up sampling and penetrating the market so quickly because we knew we had the right manufacturing partner. Initially, as a company we were hesitant to put all our eggs in one basket, but once we saw the quality and service that Troy Manufacturing provided the Biofreeze brand, it solidified our decision to stick with a single manufacturer,” said Craig Cox, Founder of Biofreeze.

When the original owners sold Biofreeze in 2006, Troy continued as the brand’s manufacturer through 2010.

**Shifting Focus**

Troy brought on an additional contract brand in 2002, Stopain® and later purchased the brand in 2010. At that time, Troy ended the 10 year partnership with Biofreeze. When purchased, Stopain® was strictly a retail brand and was the first spray analgesic in the marketplace.

Troy managed Stopain® at retail through 2016 and because of the difficulty of competing with large pharmaceutical brands in the retail space, realigned their strategy for the brand.

“Having been the lone manufacturer of the number one analgesic for 10 years, we had a comprehensive knowledge of the marketplace. We felt that creating an innovative formula specific for the healthcare professional market was something the analgesic category needed,” Anthony Cicini, President of Troy Manufacturing/Troy Healthcare.

Troy began development of Stopain® Clinical and launched the product line in 2017, once all testing and stability studies were completed. In addition, Troy launched another innovative topical in 2018, Stopain® Clinical Migraine & Headache.

Anthony states, “Having kept a close relationship with Craig throughout the years, we bounced a lot of ideas, formulation, packaging design and marketing initiatives off of Craig to get his professional assessment.”

Today, Craig is very instrumental in helping Troy gain brand awareness and market share because he too, has kept a close eye on the healthcare professional market even though they sold the brand 15 years ago.

“Knowing the capabilities & resources that Troy Healthcare has with manufacturing and innovating products, it makes it easy for me to be a proponent of the brand,” Craig said. “When looking at the marketplace today, I see a lot of similarities in the way we went to market to the way Troy Healthcare is addressing the needs of healthcare professionals and their patients. I feel that Stopain® Clinical is the cutting edge product today that Biofreeze was in its early days.”

**What Sets Us Apart?**

What makes Troy unique is that every aspect of manufacturing is done under one roof at their Pennsylvania facility. From research & development, quality, regulatory, stability & final product testing to packaging & marketing support, Troy has 100% control from concept to market, ensuring the highest product quality. Stopain® Clinical is available for purchase through both national and regional supply distributors.

“When we made the decision to jump into the healthcare sector, Craig was one of my first calls because I respected everything he’s done in the marketplace,” Anthony said. “As a company we want to be sure that we surround ourselves with thought leaders and well respected people in the industry — Craig certainly fits that bill.”

Troy is proud to welcome their newest team member, Paul Timko. Paul brings a wealth of knowledge and relationships in healthcare and he is no stranger to chiropractic or topical pain relief.

Paul’s career began with Performance Health shortly after Troy’s partnership with them had ended. Early in his career, Paul worked as the product manager for Biofreeze and directly supported the Chiropractic market with research and education programs as well as the development of practice building solutions.

“Paul’s years of experience in this industry was exactly what was needed to take our company and our brand to the next level,” Anthony said. “Educating healthcare professionals as well as their patients is something Paul is passionate about. He gives us another level of service to enhance our partnerships.”

Troy strives to be an industry leader in the healthcare market. While the focus over the past 23 years has been in development, manufacturing and packaging, they were seeking the right person to expand distribution, and educate healthcare professionals and their patients.

Paul joins the Stopain® Clinical team as Chief Commercial Officer. Paul states, “My career has truly come full circle and I could not be happier. I am very fortunate to be working (again) in Chiropractic with Stopain® Clinical as I believe the opportunity to help practice owners and their patients is even greater today.”

To learn more visit chiroeco.com/stopainclinical
CHIROPRACTIC COLLEGES EMBARK ON A FALL SEMESTER LIKE NO OTHER

DCs voice their opinions on schools, recommendations, debt, business training, and possible changes to the model

BY RICK VACH
TIME TO READ: 14-16 MIN.

THE TAKEAWAY
In a year where chiropractic was deemed an essential service during the COVID-19 pandemic, now chiropractic schools and students are grappling with what is essential about the college experience.

THE 2ND ANNUAL CHIROPRACTIC ECONOMICS SCHOOLS SURVEY of U.S. doctors of chiropractic couldn’t have come at a more urgent time in July for chiropractic students, schools or universities. The fall semester questions loomed about on-campus classes vs. virtual classes, or a combination of the two, and other unknowns.
This year’s survey showed how important chiropractic college promotion, marketing and branding remain to institutions, as 79% of DCs responding said they would recommend a chiropractic college to students that they did not attend, up 6% from last year.

**Last year’s survey results**

This time last year we unveiled the initial school survey results revealing how DCs in the field felt about their alma maters, the quality of education and preparedness they received, and also how they felt about recommending chiropractic schools they did not attend. The results were eye-opening, showing a greater need for DCs to be advocates recommending students to chiropractic, especially amidst the growing shadow of a predicted DC (and MD) shortage on the horizon.

Now 2020 and the onset of COVID-19 have swung the chiropractic college conversation to one of survival. Chiropractic Economics spoke with university administrators, students and new DCs in the field about dealing with COVID-19, and how they think the economics of chiropractic need to change — especially in regard to business training and student debt.

**2020 schools survey feedback**

This year's survey showed how important chiropractic college promotion, marketing and branding remain to institutions, as 79% of DCs responding said they would recommend a chiropractic college to students that they did not attend, up 6% from last year.

While business/financial training and education is rising at chiropractic institutions, as you'll read from administrators we spoke with, this year 43% of doctor of chiropractic respondents in our Schools Survey rated the college they attended as “poor” (28%) or “worst” (15%) in regard to business preparation.

Of respondents, 78% said they would recommend chiropractic as a profession, 2% down from last year, while the 12% who said they would not recommend chiropractic to students shared concerns mostly centering on student debt vs. earnings potential, the cost of a DC education, and poor business preparation. Anonymous comments from the survey included:

- “Most of the graduates are having trouble doing business. Schools should focus more on how to do business when they graduate.”
- “High student loan cost as compared to salary coming out of school. My student loans increased by nearly $75,000 in five years after graduating.”
- “Can’t make enough money to pay loans back with such a high interest [rate] on a chiropractor’s income.”

**Chiropractic colleges and debt assistance**

Veteran chiropractors among our survey respondents noted that 20 years into their respective careers, for many debt was still an issue, and that chiropractic colleges needed to bear more of the responsibility to arm graduates with financial knowledge and assistance. Reaching out to colleges, we found that some are doing just that.

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OVER 200+ "BRANDED" DISC & NERVE CENTERS
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personal finance and debt counseling to students while they are enrolled and after graduation,” says UWS President Joseph Brimhall. “The university also provides support for students and graduates by connecting them with mentors or other practitioners in the field, information on internships and job opportunities, and facilitates practice opportunities with practicing chiropractic physicians and other health care professionals.”

Sherman College of Chiropractic has taken another approach with a business curriculum that also addresses student debt. “Implemented in 2015 and continuously updated, Sherman College’s distinctive Graduation Plus 10 (G10) business curriculum not only provides the necessary skills for new graduates’ success as practitioners and entrepreneurs, but it also provides a game plan for eliminating student loan debt and building prosperity within the first 10 years after graduation,” says Sherman Chief Operating Officer/Chief Financial Officer Karen Canup, MBA, CPA. “The college also educates students about federal programs available following graduation, such as income-based repayment plans and loan forgiveness programs.”

Sherman is currently implementing a four-phase reopening plan, where if the outcomes, data and information gathered support it, will result in the fourth phase of resuming live classes on campus in late September 2020, according to Canup. “Based on government recommendations, guidance from the CDC and an abundance of caution, Sherman College has begun the return to campus with some new safety measures and operational changes,” she says.

Texas Chiropractic College also responded that they work with a financial aid management company, requiring all students to perform entrance and exit counseling, and offering financial literacy to trimester 3 and 7 students each trimester. They also have a monthly financial aid e-newsletter for students, and an update on debt for each student every trimester. Cleveland University-KC, which will use a hybrid on-campus and remote approach this fall, in addition to student and parent aid counseling embeds four formal business courses within the curriculum, along with workshops in business training and other opportunities.

New grads, current students on dealing with debt
DCs new and experienced in the field, along with current students, shared their experiences of dealing with their student debt load, and how they would like to see industry and higher education changes to address debt and payback options.

“Like many chiropractors, I went on income-based repayment and will expect a huge tax bomb in 20 years when the loan is forgiven,” said recent graduate Noah Volz. “This drives me to learn more about finances and to hire coaches and accountants who can help me.”

Michaela Edwards, the new president of the American Black Chiropractic Association and a 2009 graduate of Logan University, says higher education needs to change to better support chiropractors to make money directly out of school.
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“So many chiropractors graduate from a DC program not fully ready to practice with all of the necessary tools in place,” she says. “Without being able to go straight into practice upon a short time from graduating, such as waiting for board exams, new DCs are unable to work to their potential in order to pay their living expenses and their student debt.”

Edwards said her efforts to consolidate debt hindered her business prospects.

“Student debt has negatively affected my debt-to-income ratio which has, in turn, significantly negatively impacted my ability to obtain a commercial or business loan to build a clinic,” she says. “Before I was able to consolidate my loans, my monthly payment was more than all of my monthly living expenses combined.”

Casey Rogers, a recent graduate and now chiropractic resident at the Bruce W. Carter VA Medical Center in Miami, Fla., found his solution to student debt by working with the U.S. Department of Veterans Affairs.

“My professional goal has always been to provide services for the VA,” he says. “A major benefit of federal service is 120-month federal loan forgiveness. As a newer DC graduate, I was fortunate enough to match with a VA residency, and I plan to stay within federal employment as my career progresses.”

A believer in loan forgiveness for the future of U.S. health care is Alli Totzke, national chair of the Student ACA (SACA) of the American Chiropractic Association.

“DCs don’t usually qualify for most student loan forgiveness options, including those designated for health care professionals,” she says. “One in particular that we have advocated to include chiropractors in is the National Health Service Corps (NHSC), which gives providers the opportunity to work in an underserved area in exchange for student loan forgiveness. The sponsor of the bill to have chiropractors included in NHSC retired from Congress, so ACA plans to reintroduce the bill in the next congressional session.”

Survival mode for DC schools
COVID-19 mitigation, preparation and testing is expensive. This preparation for on-campus schooling in 2020 is in addition to the cost of ramping up or establishing a virtual learning infrastructure for all courses. Institutions that are forced through state safety measures or outbreaks to go all-virtual could then miss out on room and board fees that make up a large part of colleges’ incomes, as state support for many institutions has dwindled over the years.

Larger schools have larger endowments to carry them through tough times. Smaller schools have smaller endowments, or little to no endowments, and will be challenged to serve their constituents the longer the pandemic keeps students off-campus.

Even before the pandemic, higher education “was in many ways being held together by prayers, Band-Aids, international students and a lot of debt,” said Mitchell Stevens, an associate professor of education at Stanford, speaking to the New York Times. “What the pandemic creates is a kind of existential challenge to so many colleges and universities and business-model presumptions. That’s an opportunity for fairly radical rethinking.”

The student testing challenge
Another large-school advantage will be on-campus medical programs, health programs and labs for quick on-campus COVID testing and results, and the ability to enact contact tracing to mitigate spread. Small schools without the testing and tracing capacity will likely have to depend on outside labs, where results can take so long that they are useless to controlling the virus spread.

Many large schools with medical facilities and labs are hopeful they will be able to process COVID tests and provide results within 1-3 days. Many schools, including chiropractic colleges and universities, were still in the process of putting
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together their COVID mitigation plans at the time of this printing, but the University of California-Berkeley is one such large school that shared their plan for student safety.

UC-Berkeley will test all students residing on campus within 24 hours of their arrival at no cost, a test that originated in their campus genomics research lab. Students must then stay in their dorms 7-10 days, leaving only to pick up designated meals or use the bathroom. They are tested during this time, and if positive they will be isolated in a dorm for positive-testing students. After this period students will be tested at least twice a month.

Unhelpful to overall mitigation, say critics, is each college and state enacting their own safety protocols, with most referencing the CDC’s “Interim Considerations for Institutions of Higher Education Administrators for SARS-CoV-2 Testing.” The CDC states, “These CDC considerations are meant to supplement — not replace — any federal, state, local, territorial, or tribal health and safety laws, rules, and regulations with which IHEs (institutes of higher education) must comply. Implementation should be guided by what is feasible, practical, and acceptable, as well as tailored to the needs of each community.”

Finding the path forward
As Stanford’s Stevens said, COVID-19 likely keeping students off-campus this fall will be an extreme financial challenge for universities and colleges, but also “an opportunity for fairly radical rethinking.”

“Government debt repayment programs for DCs working in underserved areas would help to increase the number of clinics in those communities,” the ABCA’s Edwards says. “And preparing chiropractors to start work quickly upon graduating [by moving board exams earlier]. Oftentimes, new DCs find themselves in limbo after graduating because they still have to study for boards in addition to finding the money to complete them while making a living as well.”

Cash-strapped students need the ability to practice sooner after graduation and to be compensated for serving in-need communities. Addressing student debt and additional business and entrepreneurial education are issues not just for students. The same issues are passionately voiced in our schools survey by current practitioners demanding change for the betterment of chiropractic as a whole.

Going forward, schools must most likely adjust to a combination of on- and off-campus learning. On-campus is not only where the institutions pay their bills, but where students, polls show, want to be, to experience the coveted social aspect of college. A poll of 21,000 students in May-July by Niche, a website that reviews colleges for prospective students, showed that 78% of students say they find in-person classes appealing this fall, while 10% found it unappealing, and 12% were unsure.

“We really don’t deal well with uncertainty,” said Joshua Kim, director of online programs and strategy for the Dartmouth Center for the Advancement of Learning who authored the popular article “15 Fall Scenarios” for Inside Higher Education. “No one knows how this will play out.”

RICK VACH is editor-in-chief of Chiropractic Economics and can be reached at editorial@chiroeco.com.
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SURVEY METHODOLOGY
The results of the 2020 schools survey of U.S. doctors of chiropractic conducted by Chiropractic Economics magazine is comprised of responses from more than 500 DCs. The survey was framed such that only school alumni were able to rank their alma mater. The survey included general questions regarding school topics such as business preparation, clinical opportunities, campus culture, continuing education, homecoming, quality of faculty, research, student life and technology.
Other topics included questions regarding recommending chiropractic schools, how often DCs recommended some to chiropractic school, and the gender and year graduated of survey participants.
The questionnaire combined open-ended questions and multiple-choice questions. Some questions included offered respondents the possibility to select and rank several options on a 0-5 scale (0 the worst and 5 the best). The 2020 Chiropractic Economics DC Schools Survey was conducted to better understand how doctors of chiropractic rate their respective alma maters. Respondents were from Chiropractic Economics’ database list of 60,000-plus U.S. chiropractors.

Legend
- Business preparation
- Quality of faculty
- Clinical opportunities
- Research
- Campus culture
- Student life
- Continuing education
- Technology
- Homecoming

D’Youville College

Canadian Memorial Chiropractic College

Keiser University

Cleveland University - Kansas City College of Chiropractic

Life Chiropractic College West
Life University
Northwestern Health Sciences University
Logan University
Palmer College of Chiropractic
National University of Health Sciences
Parker University
New York Chiropractic College
Sherman College of Chiropractic
Southern California University of Health Sciences

Texas Chiropractic College

University of Bridgeport School of Chiropractic

University of Western States
Because everyone’s idea of what constitutes a “top school” is different, doing your own research can help you decide not only which chiropractic school is the best, but, perhaps more importantly, which one is the best for you.

Some factors to consider include school accreditation, graduation rate, acceptance of previously-earned credits, location, and schools that assist with education or resources to help pay off student debt.

It’s also important to check with your school of choice specifically to ensure you meet its minimum application requirements.

Prior to being accepted into chiropractic school, there are certain requirements, or prerequisites, you must meet.

Here are a few to consider:

- Previously earned educational credits -- At least three years of undergraduate education, and some schools require a bachelor’s degree.
- Coursework in life and physical sciences -- Most schools require 24 semester hours or more.
- Minimum cumulative GPA -- Usually 3.0 or higher.

*School information was collected from two-year graduation data from school websites, ACC IPEDS history, school submissions, and CCE and NCBE Exam Success Rates is a four-year average through 2018 unless submitted by the institution.

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UNIVERSITY OF BRIDGEPORT

Bridgeport, Connecticut • Dean: Michael Ciolfi, DC
The School of Chiropractic under the College of Health Sciences at UB operates from a mission of educating chiropractic students to be successful providers of highly-competent, patient-centered care by utilizing best practice educational methodologies, engaging in relevant scholarly activities, and providing effective service to the university, college and local communities.

The UBSC model of health care emphasizes the body is an integrated unit that has intrinsic, self-regulating healing mechanisms; that the neuro-musculoskeletal systems can affect the function of other body systems, and, in turn, be affected by these systems; health care provider collaboration and a multidisciplinary approach to care, and a patient-centered, holistic biopsychosocial model that combines the best available evidence, the clinical expertise of the practitioner, and the needs/desires of the patient.

“We are the first chiropractic program established within a comprehensive university," says Michael A. Ciolfi, DC, MBA, DBA, director of the School of Public and International Affairs. “There are many things that set UBSC apart, including a broad array of on-campus and community-based clinical experience opportunities. We emphasize active care strategies that empower patients to achieve long-term, holistic and sustainable health care goals. I welcome and challenge you to transform your life as you start this journey to become a licensed primary care provider, health care advocate, community leader and life-long learner.”

Contact Info:
bridgeport.edu

HISTORY
The University of Bridgeport’s School of Chiropractic was established in 1991. The University began in 1927 as the first junior college in Connecticut. The school purchased the former PT. Barnum estate and neighboring property adjacent to Seaside Park, and became a four-year institution in 1947.

Tuition (8 semesters): not provided
Graduation Rate: 82.7%
Testing Rate: 85.9%
An evidence-based leader in chiropractic education and research, CMCC values collaborative relationships with universities, hospitals and other chiropractic institutions worldwide.

CMCC research scientists answer vital questions within health and performance, with research focused on life sciences studies and human performance. Its largest program is a second-entry four-year doctor of chiropractic degree based on an evidence-based model of care.

More than 7,000 CMCC alumni serve in diverse roles in 38 countries worldwide, and each year, approximately 180 students from across North America enter the program.

In the most recent survey completed on behalf of the government of Ontario, more than 92.2% of students were employed within six months of graduation. Over the past 15 years, CMCC students have had an average pass rate of 96% on Canadian Chiropractic Examining Board examinations.

In regard to student debt, the government of Ontario reported in 2018 that the CMCC default rate on integrated federal and provincial loans was 0%, well below the provincial average of 8.1%, compared to 6.1% for Ontario postsecondary institutions.

**Contact Info:**

cmcc.ca

**Tuition (4 years):**

$102,312 CAD

**Graduation Rate:**

94.4%

**Testing Rate:**

96%

**HISTORY**

Founded in 1945, CMCC is the sole English-speaking chiropractic education institution in Canada and graduates the majority of Canadian chiropractors. “Memorial” in the name honors Daniel David Palmer, the Canadian who founded chiropractic in 1895.
CLEVELAND UNIVERSITY-KANSAS CITY COLLEGE OF CHIROPRACTIC (CUKC)

Overland Park, Kansas • President: Carl S. Cleveland III, DC

CUKC provides a balanced approach in chiropractic and the health sciences, fostering a community that is tightly bonded by a shared passion for wellness and helping each other succeed.

The CUKC chiropractic program focuses on the structure and function of the human body, blended with a whole-person approach to health care. The 10-trimester Doctor of Chiropractic degree takes just under 3.5 years to complete.

Hands-on training is at the heart of the CUKC academic experience and it begins in the first trimester. CUKC is the first U.S. chiropractic college with two force-sensing tables, which help develop psychomotor skills for chiropractic adjusting. Technique courses in the chiropractic curriculum teach students not only to manage conditions, but to care for people.

CUKC also prepares students with real-world guidance, including training in business and marketing, practice management, success skills, new doctor seminars, information exchanges, career counseling and more. CUKC chiropractic graduates go on to use spinal and extremity adjusting techniques, along with lifestyle advice, to help patients achieve better health.

HISTORY

Cleveland University-Kansas City (CUKC) was founded in 1922 by C. S. Cleveland Sr., DC; Ruth R. Cleveland, DC; and Perl B. Griffin, DC.

Tuition (10 trimesters): $11,785 per trimester

Graduation Rate: 85.3%
Testing Rate: 95%

Contact Info: cleveland.edu
Students can earn a doctor of chiropractic degree in 3.5 years in a unique chiropractic program, the first in the country to combine a solid foundation in the liberal arts with rigorous, integrated training with traditional health care fields.

The two pathways to earning a DC degree at D’Youville are a program for students who have already earned their bachelor’s degree or are transferring from another DC program, or a seven-year sequential program where you enter as a freshman, earn your BS degree in biology, then go directly into the DC program.

At D’Youville students in health care majors work together to build a practical understanding of interprofessional collaboration through unique clinical immersion labs. As one of just a handful of institutions across the country offering interprofessional health care education, D’Youville is a leader in preparing its students to be the best professionals in their fields. Health care majors at D’Youville take two semesters of the Interprofessional Education and Simulation Center, where students learn and practice their skills in an environment that mirrors what they'll experience once they graduate.

HISTORY

Founded in 1908 by the Grey Nuns and named for their patron Saint Marie-Marguerite d’Youville, it was the first college in Western New York to offer baccalaureate degree programs for women. In 1942 it established the region’s first four-year nursing program, and in 2003 offered a chiropractic program.

Tuition (15 trimesters): not provided
Graduation Rate: 67%
Testing Rate: 88%

Contact Info:
dyc.edu
KEISER UNIVERSITY

West Palm Beach, Florida • Dean of Chiropractic Medicine: Michael Wiles, DC

The newest of chiropractic colleges, the doctor of chiropractic degree program at the Keiser University College of Chiropractic Medicine was awarded programmatic accreditation by The Council on Chiropractic Education in 2019.

The DC degree program consists of 10 semesters of continuous study over 40 months, totaling 216 credit hours. More than 25% of this consists of clinical experience in a variety of settings. Throughout the program, crosscutting themes are embedded in the coursework, covering major areas of relevance to chiropractic practice, such as chiropractic sports medicine and chiropractic geriatrics. Traditional lectures are combined with small group learning, weekly conferences and seminars, laboratory and experiential sessions, and clinical training opportunities at a number of sites.

The doctor of chiropractic program emphasizes the promotion of evidence-based health care, inter-professional collaboration and practice. Cross-cutting themes are embedded within the courses focusing on the role of chiropractic as a conservative clinical approach to spine care, and include chiropractic sports medicine, geriatrics, wellness, the role of the chiropractor as a team member in mainstream health care, and more.

HISTORY

Keiser University was founded by Dr. Arthur Keiser and Evelyn Keiser in 1977, when they set out to create a university to better serve adult learners seeking a career-focused education. It has become Florida’s third largest not-for-profit university with campuses in 21 Florida communities.

Tuition (4 years): $124,160

Graduation Rate: N/A

Testing Rate: N/A

Contact Info:
keiseruniversity.edu
Life University (LIFE) isn’t called the “not-so-little University that’s changing the world” for nothing. This “little” metro-Atlanta university actually operates the largest single campus chiropractic program in the world. LIFE’s vitalistic vision and chiropractic program set the standard for excellence in contemporary health care education.

Through LIFE’s combination of sciences, philosophy, practice management and real-world clinical applications, it gives students an engaged curriculum that one could only describe as exceptional.

Students begin their chiropractic studies learning the foundational aspects upon which the profession is built — the history, philosophy and science of chiropractic — and from there, they will be continuously challenged to go further and think “out of the box” in all of their studies.

LIFE chiropractic students also have access to the William M. Harris Center for Clinical Education, which houses a 23-room Assessment Center with highly advanced LearningSpace Technology. They offer more Anatomage tables than any institution on the planet for use in their Virtual Anatomy Lab.

HISTORY

Conceived among a group of chiropractors led by Dr. Sid Williams, Life College opened its doors in 1975, originally occupying half of the Georgia Unemployment Office. In 1996, it expanded its degree offerings and became Life University, and today it occupies a beautiful 110 acres in Marietta, Ga.

Tuition (14 quarters): $129,618

Graduation Rate: 72.5%

Testing Rate: 84%
Life University offers a multitude of health science degree programs, including our world-renowned Doctor of Chiropractic degree. Though the majority of our degrees are offered on campus, others are fully online, meaning you can earn your degree from anywhere - even the comfort of your own home. Visit LIFE.edu and learn more about why LIFE is THE choice to jump-start your career in the health sciences.

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LIFE CHIROPRACTIC COLLEGE WEST

Hayward, California • President: Ron Oberstein, DC

The mission at Life West is to "advance chiropractic through world-class chiropractic education, clinical excellence, philosophical inquiry, research and scholarly activity in a climate of love and service."

Professional education at Life West provides the doctoral candidate with advanced knowledge in chiropractic science, philosophy and art. The Life West educational experience emphasizes the integral relationship between the spine and nervous system as it relates to the health of the human body through its innovative approach to education, called Clinically Inspired Learning (CIL). Life West graduates have a clear understanding of the body's innate ability to heal itself through a vitalistic model of health and well-being.

"At Life West, we are very excited about the future of chiropractic as the world moves toward a more natural, patient-centered model of health care," says President Ron Oberstein, DC. "Chiropractic is perfectly positioned to accept that role. A growing number of people are moving toward a wellness approach to health care. There is nothing as unique as a chiropractic adjustment and its impact on the nervous system and every aspect of human performance and well-being."

HISTORY

Life Chiropractic College West was founded in 1976, originally known as Pacific States Chiropractic College, and the first group of students began attending classes in 1978. In 1981 the college was renamed Life Chiropractic College West.

Tuition (4 years): $106,560 (in the 12-quarter program)

Graduation Rate: 84.6%

Testing Rate: 79.6%

Contact Info: lifewest.edu
Leaders in chiropractic and health sciences are made at Logan University.

Boasting a top 4 rating among U.S. chiropractic colleges, Logan employs world-class faculty and offers a research-based, evidence-informed curriculum, turning students into skilled and competent doctors of chiropractic.

Logan is the only chiropractic college providing hands-on instruction in 15 different techniques and an array of clinical immersion opportunities allowing students to work in collaborative and integrated settings.

Additionally, with nationally ranked and award winning degrees in sports and rehabilitation as well as nutrition and human performance, students can gain a competitive advantage over their peers by earning a master's degree while working toward their DC.

With preceptorships opportunities at more than 400 unique clinical sites around the world, from private practices to community health centers to universities, Logan provides an education that prepares graduates to be successful leaders in helping provide quality chiropractic care.

**HISTORY**

Founded by Hugh B. Logan, DC in 1935, Logan has remained grounded in chiropractic education while continuously augmenting its health science degree offerings. Today, Logan – situated on 112 acres in Chesterfield, Mo. – offers seven online and on-campus degree programs, letting students chart their own path.

**Tuition (10 trimesters):** $124,900

**Graduation Rate:** 85.2%

**Testing Rate:** 90%

Contact Info: logan.edu
Life West Clinically Inspired Learning
Connecting academic and clinical experiences for a practice-ready advantage

Life West Advantage
By getting into our world-class clinic earlier, you gain more practical, hands-on experience.

The Clinically Inspired Learning program integrates what you learn in class with clinical applications in real-time. A Life West education empowers you to become a more confident and competent Doctor of Chiropractic.

Everything you learn in chiropractic college should be relevant to your future practice. Life West’s curriculum prepares graduates to start practicing the day they graduate.

Graduating practice-ready chiropractors

13 Advanced Techniques
NUCCA, CBP, SOT, Thompson, Blair, Toggle, Network Spinal Analysis, Diversified, Activator, Knee Chest, Gonstead, Extremities, EPIC

Business Institute and Career Center
Providing the tools necessary to transition from being a student to a successful Doctor of Chiropractic.

Service Trips
Choose from multiple service trips locally and abroad to provide confident compassionate care to communities in need.

Supportive Culture
Receive a welcoming support system from your peers and the institution in an environment based on Lasting Purpose: To Give, To Do, To Love, To Serve.
At Life West we are progressively innovative, giving you more clinically relevant experiences.

Translate classroom curriculum to the real world

Clinical experience begins right away

Start working with patients in year two

Learn from faculty with practical experience

At Life West, we are progressively innovative, giving you more clinically relevant experiences.

Clinical Observation and Workshops
As you learn the fundamentals of chiropractic, you will immediately review them in a clinic setting. Special workshops help you integrate what you have learned with how to apply it.

Student Clinic
This is where you apply the full process of patient care. This step allows you to get comfortable with clinical processes by working with your peers as patients.

Outpatient Clinic
Begin to work with the public in the Life West Health Center. Your clinic faculty mentors guide you through the chiropractic process, including empowering and communicating with patients.

Preceptorship
Building vital practice management skills by working at an independent chiropractic practice in most states and abroad.
National University prepares students to become first-contact, primary care physicians fully qualified to diagnose, treat and manage a wide range of conditions. Their belief is that a superior education starts with an evidence-based, broad-scope curriculum emphasizing integrative medicine.

At National University, students are broadly educated and extensively trained in evidence-based medicine to provide whole-health healing to patients. During the course of study at National University, students study in an integrative learning environment alongside other natural health care-focused professions.

Students are well prepared to become first-contact, primary care physicians, ready to diagnose, treat and manage a wide range of patients and conditions. New graduates are also qualified to begin post-graduate education for several clinical specialties.

Treatment modalities can include performing manipulation, functional and nutritional medicine, lifestyle counseling, physical rehabilitation therapy and providing supplements including vitamins and natural botanical medicines. National University graduates are extensively trained as thorough diagnosticians to identify the appropriate treatment for their patients.

HISTORY
The National School of Chiropractic was founded in Davenport, Iowa, in 1906 by John Fitz Alan Howard, DC, and opened in 1908, eventually moving to Chicago. In 1963 it opened its new campus in Lombard, Ill., and in 2000 changed to its current name, forging a campus devoted to integrative medicine. In 2009 it opened its Florida campus.

Tuition (10 trimesters): not provided

Graduation Rate: 84.5%  
Testing Rate: 88%

Contact Info: nuhs.edu
HISTORY
Founded in 1941 as Northwestern College of Chiropractic by John B. Wolfe, a civil engineer turned doctor of chiropractic, NWHSU has consistently experienced growth. In 1974 the college purchased a campus in Saint Paul, and in 1983 moved to its current location in Bloomington, just south of Minneapolis.

Contact Info:
nwhealth.edu

Graduation Rate: 87.5%
Testing Rate: 90.2%

At NWHSU, chiropractic students will discover an evidence-based curriculum that combines the newest science and a person-centered methodology. Hands-on, real-world education is delivered from day one, and students work in clinics where they learn from professionals and create patient care plans.

With a robust clinical internship program including 150+ partner clinics throughout the Twin Cities, students gain valuable experience. In the final trimester, they deliver patient care in locations of their choice throughout the U.S. and Canada. Extensive integrative and clinical care experiences provide opportunities for students to work alongside acupuncturists, massage therapists, medical doctors and nurses, gaining an understanding of the role each can play in the lives of a wide variety of patients, including those suffering from chronic pain, pediatric patients, athletes and sports teams, the elderly, low-income populations and many more.

The campus includes unique Force Sensing table technology, which helps students learn by providing instantaneous feedback data on loads transmitted during adjustment exercises, and immediate feedback through a force-time profile. NWHSU is consistently in the top three institutions for NBCE pass rates with 78% of faculty holding the highest degree in their fields, and a 12-to-1 student-faculty ratio. Ninety-two percent of graduates report they would recommend NWHSU to family, friends, and colleagues.

NORTHWESTERN HEALTH SCIENCES UNIVERSITY
Bloomington, Minnesota • President & CEO: Deb Bushway

CHIROECO.COM SEPTEMBER 22, 2020 • CHIROPRACTIC ECONOMICS 43
NEW YORK CHIROPRACTIC COLLEGE

Seneca Falls, New York • President: Michael Mestan, DC

Located on 286 acres in the Finger Lakes region of upstate New York, NYCC’s health-care-focused campus features an 8,000-square foot research building, dedicated Anatomy Center, and the nation’s first biomechanical research laboratory in a chiropractic setting.

NYCC students learn the latest evidence-based chiropractic concepts during basic and clinical science instruction, and through a wide variety of clinical internships. Students can also learn from, and participate with, faculty members conducting independent research and making innovative advancements in the health sciences.

Hands-on education is at the core of NYCC’s 10-trimester Doctor of Chiropractic program, with students performing their first adjustments as early as 2nd trimester and beginning their clinical education in Tri 7. All chiropractic students take part in the robust clinical education program, preparing them for practice in integrative environments. Students choose clinical practice opportunities from a large and diverse list of health care environments, which includes three college-operated health centers in New York State, major hospitals, research centers, community clinics, Veterans Administration (VA) medical centers and Walter Reed National Military Medical Center.

Students can earn their doctorates in just over three years, and leave well-prepared to excel in their board exams in both the U.S. and Canada.

Contact Info: nycc.edu

HISTORY

The school was founded in New York City as Columbia Institute of Chiropractic by chiropractor Frank Dean in 1919. In 1989, unable to expand in Long Island, NYCC purchased the former Eisenhower College campus in Seneca Falls. After two years of renovations the college moved to the Seneca Falls campus in 1991.

Tuition (10 trimesters): $125,810

Graduation Rate: 90%
Testing Rate: 83%
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— Dr. Stephanie Higashi, Founder & CEO
Dedicated to advancing health care for patients by developing and translating knowledge that improves the practice of chiropractic, the storied Palmer Center for Chiropractic Research follows its research vision of impacting health care practice and policy through robust and sustainable collaborative research.

In the doctor of chiropractic program, Palmer students are prepared for real-world success through a rigorous curriculum and hands-on training, blending theory and practice. The academic curriculum covers everything from critical thinking, problem-solving and clinical skills to foundational subjects like anatomy, physiology, diagnosis, neurology, chiropractic technique and chiropractic philosophy. They also “help students develop the entrepreneurial and business skills needed to be successful in practice.”

The Palmer Center for Business Development is available at no cost to students and alumni. The Palmer Center for Chiropractic Research is the largest chiropractic research program in the U.S., while Palmer Clinics is the largest educational network of chiropractic clinics in the world. Palmer boasts its faculty as the “most accomplished, published cadre of instructors in the profession,” while the Palmer Alumni Association is the largest alumni network of any chiropractic school.

**Contact Info:**
palmer.edu

**Tuition (10 trimesters, main campus):** $119,980

<table>
<thead>
<tr>
<th>Location</th>
<th>Graduation Rate</th>
<th>Testing Rate</th>
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<tbody>
<tr>
<td>Davenport</td>
<td>86.9%</td>
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<tr>
<td>San Jose</td>
<td>89.6%</td>
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</tr>
<tr>
<td>Port Orange</td>
<td>92.4%</td>
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PARKER UNIVERSITY

Dallas, Texas; President William Morgan, DC

Parker plays a major part in today’s vibrant health care market. With 35 private practice partnerships and integrated clinical curriculum with the Veterans Affairs Hospital, they firmly advocate the importance of serving the community and advancing the practice of evidence-based teachings.

The 10-trimester doctor of chiropractic degree program has a rigorous, comprehensive curriculum. An integrated clinical experience and emphasis on research provide a competitive education, setting up students to be industry leaders. Business training is also emphasized as students learn how to set up a successful practice, calculate finances, analyze performance statistics and develop patient acquisition plans. Marketing seminars, chiropractic partnerships and dedicated business planning curriculum provide realistic experience that gives Parker graduates an advantage.

Techniques taught center around the four most common: Diversified, Gonstead, Thompson and Activator, and a number of others are taught as specialized electives. Clinic rotations include practice-based internships, Veterans Affairs hospital rotations, Medical College of Wisconsin rotation, and Clinic Abroad programs in Spain, Jamaica and Canada.

Contact Info:
parker.edu

HISTORY

Parker was founded in 1982 by James Parker, DC, who believed in personal responsibility and self-actualization. In 2011 its name changed from Parker College of Chiropractic after it attained university status. The original campus was in Irving, Texas, and in 1989 Parker moved to the current Dallas campus.

Tuition (10 trimesters):
$117,105

Graduation Rate: 78.1%
Testing Rate: 84%

Contact Info:
parker.edu
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- Master of Business Administration with a concentration in Management
- Master of Business Administration with a concentration in Information Technology
- Master of Business Administration with a concentration in Practice Management
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- Master of Science in Clinical Neuroscience* 
- Master of Science in Strength and Human Performance

*Does require four clinical on-ground classes

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SHERMAN COLLEGE OF CHIROPRACTIC

Spartanburg, S.C. • President: Edwin Cordero, D.C.

Sherman College of Chiropractic prides itself on its vision of “Adjusting the World for a Better Future” and is committed to growing the profession with highly skilled, successful doctors of chiropractic. The college’s mission is to educate and prepare students to become doctors of chiropractic focused on the analysis and adjustment of vertebral subluxation.

As part of Sherman College’s comprehensive chiropractic curriculum, technique classes begin in the first quarter of study, and students learn from passionate, expert faculty in a hands-on, highly individualized learning environment that makes for extraordinary success among graduates. The college embraces technology, with all students receiving iPads (at no additional tuition cost) with access to the latest tools, transforming the curriculum and enhancing learning.

Embedded in the curriculum is a Graduation Plus 10 (G10) comprehensive business program that helps students explore the practical aspects of establishing and growing their practices as chiropractic entrepreneurs, along with providing a game plan for eliminating student loan debt within the first 10 years after graduation. Sherman College students graduate from this 14-quarter program with the knowledge, skills and passion to enjoy success and make a meaningful impact on the health and lives of their future patients.

HISTORY

Founded in 1973 by Thomas A. Gelardi, DC, Sherman College of Chiropractic was named after Lyle Sherman, DC, a pioneer in the development of modern chiropractic. The college’s 80-acre campus is located in Spartanburg, S.C., a suburban college town in the foothills of the Blue Ridge Mountains.

Tuition: $123,550 (14 quarters)

Graduation Rate: 80%  
Testing Rate: 87%

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SOUTHERN CALIFORNIA UNIVERSITY OF HEALTH SCIENCES

Whittier, California • President: John Scaringe, DC

SCU’s Los Angeles College of Chiropractic (LACC) has been the leader in integrative chiropractic education for over 100 years. LACC’s industry-leading faculty, innovative course design, and exceptional clinical experiences give students the knowledge and experience needed to live their dream and advance their career. Their alumni network and affiliations spread across most U.S. states and six continents facilitate networking, continuing education and job placement.

At SCU, students learn to determine what matters to the patient vs. just finding out what’s the matter. SCU has a unique integrative health care model that focuses on three main areas. Value-based: Helping patients improve their health by identifying the right provider for their current need to live healthier lives and to deliver the best outcome for the most efficient cost. Integrative: A health care perspective that emphasizes understanding personal circumstances leading to better patient outcomes, providing treatments informed by evidence, building a trusted patient-provider relationship, and making use of all appropriate therapeutic approaches. Interprofessional: Students gain an understanding of other disciplines to broaden treatment options and build collaboration skills that will make them more marketable and effective in the workplace.

Contact Info:
www.scuhs.edu

HISTORY

In 1911 Charles Cale, DC, applied for and received a charter for Los Angeles College of Chiropractic (LACC). Over the years it absorbed upwards of eight other chiropractic colleges, and in 1981 it moved to the current Whittier campus. In the 1990s LACC became the first chiropractic program to obtain accreditation from the Western Association of Schools and Colleges (WASC).

Tuition (10 trimesters):
$129,200

Graduation Rate: 86.5%  
Testing Rate: 84%
Faculty view TCC students as professional partners and medical teammates. Longstanding alliances with nearly 30 hospitals and medical centers, Preceptorship (field experience) and Hospital Rotation programs, and a distinguished history of integrating scientific and evidence-based theory with unparalleled opportunities for hands-on training distinguish Texas Chiropractic College and its “world-class faculty” that personify the “Power of Healing.”

TCC is one of the oldest chiropractic colleges in America, among the first chiropractic schools in the nation to earn both regional and professional accreditations. In terms of innovation, TCC’s Preceptorship Program was the first of its kind for chiropractic schools anywhere in the world, and the Hospital Rotation Program is the largest and best integrated among chiropractic colleges nationwide. The Iwama Education Center has been heralded as one of the finest facilities in chiropractic education, with the Assessment Center serving as a model for other colleges.

At TCC students receive an evidence-based approach to chiropractic from faculty who hold the highest degree in their respective fields. A recent survey found that 90% of TCC alumni had either started their own practice, or were associates at existing practices, within one year of graduating, with others pursuing additional graduate study or accepting positions teaching or in research.
UNIVERSITY OF WESTERN STATES

Portland, Oregon • President: Joseph E. Brimhall, DC

The University of Western States (UWS) flagship doctor of chiropractic program is a rigorous, 12-quarter doctoral program that can be completed in 3-4 years. Students learn from experienced faculty working in the field, and gain real-world knowledge to treat patients more effectively and with a relationship-centric approach.

UWS has an innovative, evidence-informed approach to whole-person care; it combines research, strong academics, doctors’ knowledge and the inclusion of the patient's or client's personal evidence in pursuing courses of treatment. The curriculum is structured to integrate concepts and skills across the basic, clinical and chiropractic sciences that are ultimately applied to patient care.

As the second-oldest chiropractic school in the world, it operates from a mission to prepare students as competent chiropractic physicians who apply evidence-informed, patient-centered strategies with professionalism and integrity. UWS doctor of chiropractic students have the opportunity to complete their undergraduate bachelor’s degree in human biology while enrolled in the DC program without having to take extra classes.

In May 2020 the university relocated to a new campus in Portland, a modern health care facility designed to fulfill patient needs and provide exceptional opportunities for clinical training.

HISTORY

University of Western States has been a leader in integrating health and science since 1904. Today, UWS provides a comprehensive curriculum developed from over a century of research and experience. UWS is one of the oldest universities in Portland, Ore., and over the years has had six different names, beginning with Marsh's School and Cure.

Tuition (12 quarters): $123,732

Graduation Rate: 91.9%

Testing Rate: 85.5%

Contact Info:
uws.edu
DEAR DOCTOR OF CHIROPRACTIC,

You are essential to the health care of America. Your patients count on you to help them through this difficult time, as do your family and friends. If you’re a business owner your employees are counting on you also.

In “normal” times you could escape the pressure by seeing friends socially, going to a restaurant, or maybe going to a movie theater. Now we’re trying to find that new normal as a society, trying to make it look as close to the old normal we can.

WE’RE IN IT TOGETHER

Last year we told the story of the two young chiropractors who 30 years ago attained their DC degrees, both near the top of the same graduating class and full of enthusiasm to enter chiropractic care. When they returned for their 30-year reunion, both were married with family and had stayed in touch over the years. But while one worked in a multi-doctor practice, the other had founded his own multi-location practice and as CEO was contemplating an early retirement.

THE DIFFERENCE?

How and why did the two DC’s paths diverge? Both sought success. Both were near the top of their class in school. Both entered the field with enthusiasm. The difference-maker was the business of chiropractic – learning the economics of the industry. The eventual CEO subscribed to Chiropractic Economics and gained the knowledge to take his practice to the next level.

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Sincerely,

Richard Vach
Editor-in-Chief
AN UNEXPECTED ECONOMY: STARTING OR GROWING A PRACTICE

Finding and creating opportunities in promotion, additional communications

BY CHEN YEN
TIME TO READ: 7-9 MIN.

THE TAKEAWAY
While the COVID economy of 2020 has required business adjustments, and then additional business adjustments, opportunities remain between statistics showing disposable income and utilizing developing technologies to promote practices.

GRADUATING FROM CHIROPRACTIC SCHOOL is always something much anticipated for students. But 2020 is an uncertain time for new graduates entering the job market and also for soon-to-be graduates. Here are some predictions about what will likely happen with many chiropractic practices moving forward:
Money is tight
There will be an increase in people saying they can’t afford chiropractic care or that money is tight. People are hanging on to money more. There may be a low velocity of spending until consumer confidence comes back.

Interestingly, according to a recent Bloomberg Morgan Stanley Research Exhibit 4, Personal Disposable Income, growth hit at a record high at 44.9% (as of August 2020). It has never been higher in a quarter when GDP growth has been more negative. One reason for this is government stimulus programs. At the same time, in previous downturns of the economy, traditionally there have always been people who have money to pay. This time is no different.

For example, there are chiropractor clients of mine who are having their busiest months, both patient number and income-wise, in this current economy.

What this means for you:
It will become more important than ever to set yourself apart and effectively communicate the importance of getting care. When someone says they can’t afford it, sometimes they truly are unable to, but other times it’s because they don’t recognize the value. Continuously educating your patients in a way that they understand is key. The education process starts before even the first visit, during each visit, in between visits, and ongoing?

Setting yourself apart means making clear what your practice stands for — what is its mission, brand values and brand differentiation? People will come to you because they like you as a doctor, but they often first get attracted to your practice by what it stands for and whether they trust you to help them with their health.

Simply saying that you are a chiropractor who helps with neck and back pain isn’t usually enough, especially if you are much less experienced than other chiropractors in the area who have been practicing for longer than you.

Online advertising will become more expensive
When the pandemic started and people were staying at home more, people were also online more. More businesses (including those with big pockets) increasingly realized the importance of getting in front of their audience online. As such, with more people getting into advertising online, it will drive ad costs up, especially since popular advertising platforms such as Facebook Ads and Google advertising are bid- and competition-based. Not only will ad costs rise, but also the ability to break through all the noise online to your ideal patients.

What this means for you: It will be helpful to have other avenues of marketing that don’t depend on spending money. Finding effective ways to market your practice, and being consistent with it, will more likely lead to a consistent flow of patients.

When you are limited without the ability to perform face-to-face marketing, one great avenue for bringing patients in the door for both in-person visits and telehealth is by speaking. And even if your area is under lockdown it doesn’t mean speaking opportunities are over. Today you can easily find speaking opportunities from the comfort of your own home through webinars, podcasts or other interviews. These can be hosted by you or by other organizations. There are even paid speaking opportunities. You just need to learn how to get booked as
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a speaker and to develop your skills to educate and inspire new patients. It is a different skill set to simply educate versus attract new patients (or other streams of income).

People will be more open to telehealth
Whether or not COVID continues to return, connecting with people online is crucial. Many times we think our highest value for a patient is very much tied to either our hands or seeing them physically in person. Although that’s often true, there is also value in all the knowledge and expertise that you have, in which you can educate people utilizing other forms of communication. This also encompasses the lifestyle changes that patients can be taught and held accountable for. These are the kind of things that can be provided in a telehealth session. Even if your patients can’t see you in person, they will find it more convenient to benefit from your knowledge and education.

What this means for you:
Set yourself up for delivering some of your services via telehealth. It will be the wave of the future. You can choose to be an early adopter or be late to the boat. Then you just need to develop the avenues that best work to market your telehealth services.

Your success with bringing in telehealth patients will also depend on how you describe the benefit of telehealth, how you educate people, and how you communicate the importance of chiropractic care and your services.

CHEN YEN is a national speaker and founder of Fill My Holistic Practice, providing introverted visionary chiropractors a step-by-step process and guidance on how to build a six- to seven-figure practice that runs without them. Clients include a past president of the American Chiropractic Association-Sports Council, a recent president of the American Association of Naturopathic Physicians, and a board member of the American Society of Acupuncturists. She can be reached at mentor@fillmyholisticpractice.com or at introvertedvisionary.com.

Simply saying that you are a chiropractor who helps with neck and back pain isn’t usually enough, especially if you are much less experienced...
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Join us for a free workshop where you will learn how to market your new service to your patients: including staff and doctor training, training on office procedures, a demo new patient consult and processing, testing guidelines and much more. After this demonstration you will be ready to start adding this great service to your community. Long distance consulting is easier than you think, and hundreds are already doing this, and many avoided the COVID business crash. We can help you too! Join us and be prepared to work and learn! This is not a CEU course. Go to www.sciencebasednutrition.com for information and dates. We look forward to working with you!

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www.sciencebasednutrition.com
THE TAKEAWAY
While you're among almost 45 million Americans with student debt, you can rise above the rest by following these six strategies for chipping away and paying off your debt sooner.

ONE OF THE MOST DAUNTING PROJECTS ANY CHIROPRACTOR WILL EVER TAKE ON will be an attempt to pay off student debt. If the roughly $240,000 worth of student debt weren’t bad enough, new chiropractors today are faced with a global pandemic and changes in student debt repayment.
Methods for success
As many chiropractors know, there are many favorable ways for medical practitioners to forgive student loans or reduce the debt — but this is not the case for chiropractors. To that end, here are six specific methods to achieve success in reducing or paying off this incredible weight.

1 Make payments early
Many students, and even generally speaking, borrowers, believe that there is a silent period for loan repayment. This myth cannot be further from the truth. When lenders provide loans for anyone, two things coincide:

a) the clock begins immediately with an expectation that repayment starts shortly, and;

b) interest immediately begins to accrue.

Repayment appears onerous to many because once the truth-in-lending statement arrives, there is an appearance that the loan cannot be repaid. The aggregate amount seems unattainable.

Several years ago, this may have been truthful, however, with the positive effects of the global pandemic, interest rates are at the lowest levels in more than 30 years. The incredible single-digit interest rates can make it easier for students to begin repayment. Take advantage of low rates
Low-interest rates enable students to begin repayment much earlier than graduation. There are some chiropractors who while attending university, have full- or part-time jobs. Being smart and allocating some of this employment money to loan repayment can quickly eliminate the tremendous burden after graduation.

One might be surprised that as little as $50-100 every pay period can be enough to remove a few thousand dollars of future debt. Prepayment will also be an essential factor because we do know that at some particular point, the United States federal government will increase interest rates.

2 Income-driven repayment
An unknown to many chiropractors is the opportunity to switch to an income-driven repayment plan. However, the average salary for most chiropractors is approximately $34,000 per year. Bear in mind this figure takes into consideration years of experience, economics and residential area. With that in mind, some chiropractors do very well while others struggle. I know that many chiropractors could hold down two jobs while trying to implement their new practice.

There is no reason why chiropractors cannot request an income-driven student loan forgiveness. The only consideration for an income-driven plan is that interest rates will not change. As long as there is full disclosure from the lending institution to the chiropractor, a student loan income-driven plan may be an excellent opportunity to ensure that some of the loans are gathering repayment.
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Loan forgiveness
Loan forgiveness is not opportunistic for every chiropractic student. Yet, over the years of working with chiropractors, there is a microcosm whereby student loan forgiveness might help.
Chiropractors come from all walks of life. Some have been former financial planners, some have been teachers, some have been professional athletes, while others have served as first responders and even in the United States military. Depending upon the type of student loan obtained, students should determine whether or not there are forgiveness programs for previous years of service.
Unfortunately, this means either reading the fine print or calling into the lending institution. However, saving several thousands of dollars will be worth the wait and the impatience, if not hundreds of thousands of dollars in savings.

Refinance the interest
Student loan debt, although somewhat tricky, is no different from a mortgage or automobile debt. There is always a principal amount and interest. With so many individuals having concerns and difficulty repaying loans today, there is a possibility that lending institutions may be able to renegotiate loan interest.
There is no reason why chiropractors cannot call into the lending institution to determine if there is a method to refinance the loan. During the current financial crisis, with so many individuals defaulting on homes and automobiles, the last thing a lending institution wants to see is student loan default.
The most recent data according to the February 2020 U.S. Student Loans Statistics report indicates:

- $1.64 trillion in total U.S. student loan debt
- 44.7 million Americans with student loan debt
- 11.1% of student loans are 90 days or more delinquent or are in default
- Monthly student loan payments (among those not in deferment) usually range between $200-299 on average

Individual lending institutions are somewhat challenging, but which is more critical — receipt of $1,000 today with a different interest rate or zero dollars tomorrow?

Live like a pauper, act like a king or queen
I remember the first time I made a substantial amount of money, and all I wanted to do was spend it. We all enjoy the fruits of our labor. As long as those few fruits flourish, we want to enjoy it.
During my coaching and counseling sessions and even my seminars with chiropractors, I regularly teach them the aspects of prudent financial management. Chiropractors, at some particular point after their training and development, will be running their own business. Unfortunately, entrepreneurship is not typically an aspect taught within most chiropractic universities. Terrific financial management is crucial to the chiropractor establishing the business.

Pay yourself, pay your debts
Although there is much to go through here, a vital area of concentration for this particular article is to focus on two aspects in the early days: a) pay yourself, and b) pay off debts and expenses quickly.
One of the best ways to do this is by establishing a budget and not living above your means. Know to the penny what your monthly expenses are and what you want to save. Once you
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begin, this simply takes a few hundred dollars every month or a few dollars every week to repay the loan. Repayment must be your priority, and living frugally for the first few years will create exceedingly long-term benefits.

6 Alternative investment vehicles
I mentioned earlier that some chiropractors begin their vocation after a stint at other employment. Some of these former employers used investment vehicles such as 401K plans, SIMPLE plans or different vehicles. Although there may be some penalties for early withdrawal, some of this money may be available for your student loans.

Another possibility might be to ask your parents or review whether or not you have whole life insurance. Some policies, depending upon premiums and payment schedules, have a cash value attached to them that enables policyholders to obtain a cash loan with little interest and no penalties. Please note that using these products requires that you speak with a financial or legal professional for the best advice in using them for student loan repayment.

Adopt a good strategy and patience
Similar to homes and automobiles, student loan debt is something that takes years to eliminate. There are ways to reduce the onerous task of repayment. It takes merely a good strategy, a tremendous amount of patience, and an early start, along with proper professional advice to reduce a task that can, if not handled correctly, produce a great weight on your shoulders.

Follow this information, along with additional financial consulting, to reduce stress and place more money in your pocket. © 2020. Drew Stevens, all rights reserved.
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CELEBRATING 125 YEARS OF CHIROPRACTIC

Join the virtual toast and mark your calendar for a 2021 event

BY JILLIAN MCCLEARY
TIME TO READ: 5-7 MIN

THE TAKEAWAY
While this year’s in-person celebration has been put on hold, Palmer will celebrate with a virtual toast for all chiropractors on Sept. 18, and with an in-person event in 2022 for the 125th anniversary of the college.

THIS YEAR MARKS THE 125TH ANNIVERSARY OF THE CHIROPRACTIC PROFESSION.
It started with a movement of hands that changed the face of health care forever, and with one man’s search to alleviate suffering and promote well-being of his fellow citizens.

It led to a school, faculty and a growing student body. One hundred and twenty-five years later, our profession has more than 100,000 chiropractors, dozens of colleges, and several thousand students studying the science, art and philosophy of chiropractic. Chiropractors today practice in 68 countries around the world.

A new approach to health care
This anniversary celebrates the first chiropractic adjustment, and with it the realization of a profession that changed the face of health care and has improved the lives of millions.

“This is a proud moment for chiropractors everywhere,” says Dennis Marchiori, DC, PhD, chancellor and CEO of Palmer College of Chiropractic. “To see that what started with D.D.’s relentless drive to create a new approach to health care has blossomed into a profession that is changing lives every day around the world. It’s an inspiration. Chiropractors have been daring and driven from the start. Our profession has faced many challenges, yet we’ve remained steadfast in our belief that chiropractic changes lives.”

The history of chiropractic spans from chiropractors being jailed, to current integration with health care systems worldwide. Now chiropractic is practiced in communities everywhere — in private practices, community hospitals, corporate settings, the highest levels of sports, and in our military’s health care settings, seeing approximately 50 million patients annually in the U.S. alone.
“To see that what started with D.D.’s relentless drive to create a new approach to health care has blossomed into a profession that is changing lives every day around the world.”

From state licensing to essential service
In 1913, the first state law licensing chiropractors was passed. Just over 100 years later, in 2015, the Palmer College-Gallup four-year, nationwide study showed that most chiropractic users agree that chiropractic is safe, effective and affordable. Chiropractic research is funded through major federal grants, demonstrating that individuals at the highest level of government see the potential of chiropractic and are investing in research. All of this represents the power and the promise of chiropractic.

We mark this anniversary on Founder’s Day, Sept. 18, 2020. The governor of the state of Iowa has proclaimed Sept. 18 as "Chiropractic Founder’s Day," and we urge citizens everywhere to recognize the chiropractic profession’s continuing contributions to the health and well-being of the citizens of Iowa, the U.S. and the world.

Join the virtual toast
This Founder’s Day, on Friday, Sept. 18 at 5:15 p.m. CDT, Palmer College of Chiropractic will host a virtual toast to the 125th anniversary of chiropractic for chiropractors around the world to celebrate. Palmer College invites all chiropractors to tune in to Palmer’s Facebook page at facebook.com/palmercollegeofchiropractic. Everyone is also invited to submit their favorite chiropractic memory to be considered for inclusion in the toast to the 125th anniversary video. Submit photos to memories@palmer.edu.

In 2022, Palmer College will mark its 125th anniversary on Sept. 15-17 in Davenport, Iowa. Mark your calendars now.

JILLIAN MCCLEARY is director of marketing & communications for Palmer College of Chiropractic and can be reached at 563-884-5726 or palmer.edu.

Milestones in Chiropractic History

1895: D.D. Palmer performed the first adjustment on Sept. 18 in Davenport, Iowa. He adjusted Harvey Lillard, who had been deaf for 17 years following an accident. Lillard was reportedly cured of his deafness.

1897: Known as “The Discoverer and Founder of Chiropractic,” D.D. held the first chiropractic classes at the Palmer School and Cure, which later became Palmer College of Chiropractic. Palmer College is the first and largest chiropractic school in the world.

1906: D.D.’s son B.J. Palmer, DC, takes over leadership of the school. B.J. is known as “The Developer of Chiropractic.” Mabel Heath Palmer, DC, B.J.’s wife and a Palmer graduate, was the school's treasurer and a faculty member. Mabel is known as “The First Lady of Chiropractic.”

1913: The first state law licensing chiropractors was passed.

1961: David Daniel Palmer, DC, takes over the school’s presidency and prepares the school for full accreditation, which was achieved after his death. “Dr. Dave” is known as “The Educator of Chiropractic.”

1976: Chester Wilk and four other chiropractors sue the American Medical Association, several nationwide health care associations, and several physicians for violations of the Sherman Antitrust Act.


1987: District Court Judge Susan Getzendanner rules in favor of the chiropractic profession in Wilk v. American Medical Association. The U.S. Court of Appeals and U.S. Supreme Court upheld this ruling in 1990, ending 14 years of litigation.

1995: The Palmer Center for Chiropractic Research (PCCR) is established to advance health care by developing and translating knowledge that improves chiropractic. Today the PCCR conducts research in collaboration with major research institutions like Yale, Dartmouth and the University of Iowa, with funding from the NIH, NCCIH, HRSA and the DoD. It is the most-funded chiropractic research facility in the United States.

2015: Palmer College partners with Gallup for a groundbreaking four-year, nationwide study, “Americans’ Perceptions of Chiropractic.” The studies show that chiropractic users agree that it is safe, effective, affordable care.

2016: The Joint Commission, the organization that accredits more than 20,000 health care systems in the U.S., including every major hospital, recognized the value of non-drug approaches by adding care provided by doctors of chiropractic to its pain-management standard.

2017: The Centers for Disease Control and Prevention released guidelines for prescribing opioids that promote non-pharmacologic alternatives, including chiropractic, for the treatment of chronic pain.

2018: The American College of Physicians updated its guidelines for the treatment of acute and chronic low-back pain to recommend first using non-invasive, non-drug treatments, like chiropractic, before resorting to drug therapies.

2020: The chiropractic profession celebrates 125 years!
HANDS-ON APPLICATION OF TOPICALS AND LAYERING WITH COMPLEMENTARY THERAPEUTIC APPLICATIONS

Pre- and post-treatment topicals are expanding for more care options

BY JEFFREY TUCKER, DC, AND GREGORY DOERR, DC, CCSP

TIME TO READ: 9-11 MIN.

THE TAKEAWAY

Cooling, heating, CBD and pain patches in concert with kinesiology taping have topicals performing multiple roles in pain management and care.

NEVER IN OUR PROFESSIONAL LIVES HAS IT BEEN MORE CRITICAL TO NOT “GO IT” ALONE. We are all connected and dependent on each other’s sharing of treatments that work well and contribute to successful outcomes. Besides, wouldn’t you like to help more people than less people?

In the beginning of the COVID-19 pandemic few patients wanted to go to offices or stores picking products off shelves. Through some telemedicine and lots of texting back and forth to patients during the “stay at home” phase, my top strategies to help my patients relieve pain and get them moving were the McKenzie method, Feldenkrais method, ELDOA exercises and topical solution applications (not “ice and heat!”). I also recommended the utilization of diet, supplements, and tools such as foam rollers, stretch straps and resistance bands. But above all for compliance, the topicals really helped while operating in crisis mode. It’s clear that patients are willing to turn to topical solutions for help.

More options working differently

Sensory connections can be disturbed at any moment, when disconnecting pain and hypersensitivity; or creating lack of sensation. Patients have little patience for healing nerves, joints and soft tissue, waiting for inflammation to subside and healing to take place.
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There are many emerging topical solutions that claim to help complaints in the body, but what’s best for each patient depends on the condition in question. Some patients need anti-inflammatory topicals; some prefer more stimulating counterirritants that contain menthol and other quality ingredients such as MSM and glucosamine. The choice depends on your objective with the patient.

Start with a product that is proven to be successful for their particular concern. For example, if the goal is to reduce pain, then you may decide between a counterirritant and a hemp-derived CBD anti-inflammatory. They work very differently: Counterirritants are the most commonly recommended topical for pain relief. Their ingredients (usually menthol) work by stimulating cold receptors, causing a cooling sensation or tingling and thereby distracting the patient from the pain underneath. Hemp-derived CBD acts as an anti-inflammatory and must penetrate the skin to reach endocannabinoid system (ECS) receptors in order to be effective.

Layering topicals with laser, pulse, sound therapy
The right topical can be easily combined or layered with other modalities and adjunct therapies you use in practice such as laser, pulse therapy, and ultrasound as well as two of my favorite interventions — IASTM and kinesiology taping. The layering of these complementary manual therapy processes along with quality topical solutions allows you to become more efficient and better serve patients.

As clinicians have incorporated more advanced soft tissue treatments, we have also started introducing topicals for a number of different reasons. The two major reasons for utilizing topicals in conjunction with soft tissue treatments are as a “distractor” to allow for treatment to start, and secondly as a post-treatment application to assist in pain control and/or reduce post-treatment soreness.

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Topicals and pre-treatment
The use of topicals for pre-soft tissue treatment is beneficial for those with high sensitivity to the tissue being worked on. Simple examples of this include areas like the bottom of the tick-
lish foot. Other situations include areas of high sensitivity to injury like tendinopathy, hypersensitive areas due to heavy fascial restriction, post-surgical tissue/scars, or high tissue sensitivity/reactivity.

Applying the topical about a minute prior to treatment allowed for desensitization of the region. This then allowed the clinician to work without the patient consistently trying to “run” away from tissue contact. I especially found this valuable with treatment of plantar fasciitis and the foot being very sensitive to being ticklish.

While the topical was applied to the bottom of the foot, I would work on the anterior and posterior compartments of the leg. I would ask the patient when they started feeling the sensation of the topical. Once they replied in the affirmative, I would switch focus to the bottom of the foot with much greater ease of treatment to the plantar surface.

Topicals and post-treatment
With post-treatment application, topicals can be used to reduce post-treatment sensitivity. I have always asked a patient as part of my initial encounter, “if they get a deep tissue massage, do they get very sore?” If the patient responds in the affirmative, I always reduce the intensity of the treatment and make sure I apply topicals to the involved tissue and send them home with small sample packets to apply over the next 24-48 hours.

Topicals and taping
Topicals have also been used with the application of taping in clinical settings. As kinesiology taping has become more prevalent, the use of topicals in conjunction with taping has also increased.

The greatest obstacle to taping with topicals is the base of the topical. If the topical is applied prior to taping and does not absorb well or is oilier in base; the tape will not stick to the skin. If the tape is applied first and the “creams” are applied on top of the tape, the tape will not stick long, as an oily product will start to dissolve the adhesive and the tape will fall off.

Eventually, companies started producing topicals that could be used on the skin prior to taping, or applied over the tape. This in effect created pain patches. Not only did you have the
ability to use taping as a way of treating patients when they left your office, but you turned the tape into a dermal patch. The benefit to this is the much longer-lasting effect of the topical application, and it works exceptionally well with a menthol-based topical. The topical “re-activates” during showers or during times of exertion as sweating may start or pores open. This gives a sensation of cooling on the skin for days following application.

The advent of sprays that will not affect the adhesive of the tape made it that much easier to turn your tape into a dermal patch and a double-effect pain control application.

The tape when applied in proper methods can assist in resetting the muscular function, allowing for greater movement or muscle function with less pain as well as stimulating the nerve receptors in the skin that assist in blocking pain sensation. The topical further enhances this pain control with ingredients like menthol that further stimulate nerve receptors in the skin, assisting in blocking pain sensation.

Taping has always been one of my best ways of sustaining the improvements I make in the office and controlling pain.

Providing manual human intervention
By having well-formulated topical pain relief solutions in your toolkit you will be able to more effectively match the topical with the patient and the specific problem you are working to resolve. You will also have a topical (or medium) that will help complement other modalities and therapies while treating the patient in the clinic.

To help make an informed decision on selecting your go-to set of topicals, here are three important considerations when selecting a topical brand:

1. **Quality** — Consistency and uniformity in ingredients and the product’s performance;
2. **Dedicated Support** — Access to resources and expertise on the application of the topical as well as solutions for marketing in your community;
3. **Partner** — Supports our profession and helps drive awareness of the many benefits of chiropractic.

JEFFREY TUCKER, DC, practices in West Los Angeles, Calif., and is the current president of the American Chiropractic Association Rehabilitation Council. Save the date for the next annual rehab symposium in Orlando, Fla., on March 13-14, 2021. He can be reached at DrJeffreyTucker.com.

GREGORY DOERR, DC, CCSP, is the developer of Functional Soft Tissue and Functional Taping for MSK Injuries as well as the co-developer of FAKTR. He practices in Cliffside Park and Hackensack, N.J., and can be reached at Functionalsofttissue.com.
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PROVIDE A NEW CUSTOM ORTHOTICS REVENUE STREAM

Foot stabilization for patients and the foundation for a profitable business model

BY BARBARA MEYER

TIME TO READ: 7-9 MIN.

THE TAKEAWAY

A chiropractic practice needs to balance the patient and revenue sides of business. Three-arch orthotics bring both sides together, providing patients with a better ability to hold adjustments and stabilize the body’s foundation.

COVID-19 HAS IMPACTED MEDICAL PROFITABILITY IN NUMEROUS WAYS, and the uncertain landscape of the current pandemic makes it a necessity to maximize ancillary areas where new or increased revenue can be generated. Providing foot stabilization through customized orthotics benefits not only your patients, but your business model as well. Individualized foot orthotics provide multiple, consistent revenue streams that bolster your practice’s bottom line.

Supporting adjustments and balancing the body

Modern, stabilizing orthotics provide much more than comfort and shock absorption. Through properly supporting the structure of the foot, they balance the entire framework of the body, helping to support your adjustments and increase the duration they hold.
Custom orthotics are an established, guaranteed, noninvasive, and simple-to-use treatment option that can be utilized by a wide range of patients from children to adults. Everyone from athletes seeking better performance to seniors wanting improved mobility could potentially be fitted with orthotics and have stabilization incorporated into their treatment regimen.

Low-back pain (LBP) is the single-leading cause of disability worldwide, and 80% of adults will experience LBP in their lifetimes. Orthotics with three-arch support have been proven to reduce LBP by 34.5%. Function improves by 18.5% when stabilizing orthotics are used by themselves, and 32.3% if combined with chiropractic care.

Orthotics play a key role in a continuum of care where patients partner with their doctors to achieve and maintain optimal results through multiple steps and ongoing assessment of their progress. Orthotics then become an integral part of a care plan that includes correcting structural imbalances.

Here are some of the ways orthotics can help you ensure continued care and profitability:

**Multiple pairs for multiple needs**

For the best treatment results, patients should have proper foot support at all times. By offering a wide range of orthotics specifically designed for work, sports, dress and casual wear, you can recommend purchasing more pairs to ensure they’ll always have the right support for every activity.

To encourage regular usage, you can give them orthotics designed to be worn in their favorite shoes and shoes with orthotics built right in. Everyday savings on additional pairs provides value to patients and additional sales for your practice. Some custom orthotics come with a 100% satisfaction guarantee so you can reach out to patients to see when they are ready for new pairs.
Flexible Spending Accounts (FSAs) and Health Savings Accounts (HSAs) allow participants with high-deductible insurance to pay for certain medical charges with pre-tax contributions.

Orthotic assessments with minimal social contact
Patients who are opting for telehealth in the era of COVID can get their orthotics orders and reorders placed without the need for an office visit. Casting kits can be sent and returned through the mail.

This lets patients know you understand their concerns about social distancing while allowing you to continue treating them. You may still be able to bill for your assistance and guidance to the patient when they break in and use their orthotics.

If patients do come to the office, it’s easy for staff members to walk them through orthotics screenings while maintaining safe distancing. Digital foot-scanning kiosks allow patients to self-scan by following simple steps and provide results on the spot, allowing you to process patients faster and increase your orthotic assessments.

Orthotics inspire positive word of mouth
Word of mouth is one of the oldest and most effective forms of marketing. People who use custom orthotics are among their biggest proponents. Once patients experience the benefits of customized orthotics, they share the good news with others on social media, which leads to greater visibility, goodwill and traffic for your practice.

Some orthotic providers can provide you with marketing tools to help you connect with patients on platforms like Facebook, Instagram, YouTube and Twitter, helping to reach a wider audience.

Orthotics and insurance
When you help patients understand the need for custom orthotics and the benefit they will receive through regular use, most are happy to pay out of pocket for them when they are not covered by insurance. Your patients trust your judgement and expertise and will see that foot stabilization is an investment in their health and well worth the money.

There are some instances where orthotics are covered by insurance. You should always try to work with the patient on verifying insurance coverage and benefits first.

Another avenue to defray expenses is through Flexible Spending Accounts (FSAs) and Health Savings Accounts (HSAs). They allow participants with high-deductible insurance to pay for certain medical charges with pre-tax contributions.
Orthotics are considered qualified medical expenses on many FSA and HSA plans and can be paid for through those funds. It’s important for patients to know that unlike HSA funds, FSAs are not portable and the money must be used by the end of the year or termination of the plan or it will be forfeited. Encourage patients to order their custom orthotics right away while they still have access to those contributions.

Support your business through supporting patients
In order to be successful, a chiropractic practice needs to balance the patient and revenue sides of their business. The vast majority of patients who come in for treatments will have moderate to severe pronation issues and would benefit from foot stabilization. Don’t miss this opportunity to open up a whole new service area for your practice through this important product line. CE

BARBARA MEYER is a copywriter for Foot Levelers Inc. She has worked in marketing for more than 30 years, including writing for social media, digital, catalogs, newspaper, magazines and network television. As a medical writing specialist, she is committed to messaging that supports proactive wellness and a natural, organic approach to care with doctors and patients working closely together for the best treatment results. With experience as a writer for hospital groups and other medical disciplines, she is committed to messaging that supports proactive wellness and patients partnering with their doctors to achieve optimum care results.

References can be found online at chiroeco.com

32.3%
FUNCTION IMPROVEMENT WHEN STABILIZING ORTHOTICS ARE COMBINED WITH CHIROPRACTIC CARE

Some employers provide annual medical reimbursement for qualified expenses as part of proactive wellness programs. Orthotics costs could be submitted under these initiatives.

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32.3%
FUNCTION IMPROVEMENT WHEN STABILIZING ORTHOTICS ARE COMBINED WITH CHIROPRACTIC CARE

As an educator, I am grateful to have Activator Institute VT course as an integral part of the delivery of Activator Methods. The proactive decision to incorporate this course into the curriculum at Logan University has been an invaluable addition to the teaching of Activator in these unprecedented times.

— BRIAN J. SNYDER DC, PROFESSOR, LOGAN UNIVERSITY

I was very pleased with the customer service Activator Methods International, Ltd. offered Parker University in setting up the instructor and students efficiently with Activator Institute VT. Students appreciate the opportunity for repetition and practice and they like that the presentations are very direct.

— CELIA PLATINER MAGUIRE, DC, DACBR
DEAN OF ACADEMICS, COLLEGE OF CHIROPRACTIC
PROFESSOR OF CLINICAL SCIENCES, PARKER UNIVERSITY

I really enjoyed the virtual platform. It’s nice to go through the modules at your own pace and it is a great option if you can’t make it to an in-person seminar. I love the style and the technology of Activator Institute VT.

— LAURA HEY, DC
RESET CHIROPRACTIC & HOLISTIC HEALTH

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THE 2 BIGGEST RISKS WITH COMPLIANCE AND YOUR EHR

EHR has come to stand for more than electronic health records

BY MILES BODZIN, DC, AND BRIAN CAPRA, DC
TIME TO READ: 10-12 MIN

THE TAKEAWAY
Providing discounts compliantly includes mandated fees, navigating documented hardship rules, DMPO contractual agreements and prompt-pay discounts. Follow these guidelines for discounts applied within your EHR system.

WHEN IT COMES TO EHR COMPLIANCE, there are two compliance risks that could put you out of business overnight. Yes, it’s a scary thought.

The term “compliance” is a bit of an enigma. What is it referring to?
- HIPAA?
- PCI?
- Medical necessity?
- Coding/billing?
- Discounting?
- OSHA?
- State board marketing compliance?

The term “EHR” can be a little misleading as well, since most EHR companies today are providing much more than electronic health records.

So where do you begin? Let’s focus on what could put you out of business the fastest:
1. HIPAA violations
2. Improper discounting

HIPAA violations
Each HIPAA violation can cost you as much as $50,000. That means a practice that violates the privacy of one patient could put itself out of business. Violations rarely happen in isolation. If there is one violation there are probably many others.

The biggest exposure we see these days is with client-server EHR companies. Client-server systems are those that are not cloud-based, although even cloud-based systems are not all created equal in terms of HIPAA compliance.

Patient data is some of the most valuable data there is on the black market. If you were a hacker, where would you go to get such data? Would you try to hack a HIPAA compliant data center? Or would you try to hack a small practice where data is sitting on a server in the back office?

You would likely choose the latter. Why? Small practices are busy. They tend not to keep their firewalls up to date. It is relatively easy to hack into their WI-FI network and have a field day.

Client-server systems also have other inherent weak spots. For example, online patient intake forms, and nightly data backups to the cloud.
In the event of a data breach, who will be fined? It’s not the “tech guy” who is also a patient. The responsibility is that of the practice owner.

Moving your EHR to the cloud is a big way to mitigate this risk. By doing so, you’re basically outsourcing the liability. As long as that cloud system uses the highest level of encryption to transmit data over the internet and their data center is a true HIPAA-compliant data center, you’re in a much better position. In the case of a data breach, the EHR company is on the hook. In most cases, they are covered by insurance for such a breach. Remember, though, that these data centers are staffed 24/7 with the highest level of security possible. You decrease the risk while maintaining ownership of your patient data.

Improper discounting
When using your EHR, it’s common practice to apply discounts to your services. When posting your services, it’s important to make sure the discounts are compliant and posted correctly. In summary, there are four primary ways to provide discounts compliantly:

1. Required by Mandate
   This is if the patient is covered by a state or federal program with a mandated fee schedule (Medicare, Medicaid, etc.). When patients are receiving a mandated discount (i.e. Medicare), in essence you are agreeing to accept what they reimburse by treating the patient.
   For example, if your fee is $55 for a service and Medicare’s allowed amount is $35, you have not agreed to charge $35; you have agreed to discount your $55 service by $20.

For all patients, non-covered services (i.e. cash-paid services) are the only services that can be discounted with a prompt-pay discount.
2. Documented Hardship

Patients who meet state and/or federal poverty guidelines or other special circumstances outlined in your “Hardship Policy” may be offered a discount for a period of time as determined by the clinic. Verification of hardship status is required. Lastly, no more than 5% of your patient base population should be on hardship.

Note that you cannot define someone as “hardship” simply because they are cash patients. This is not a compliant practice.

3. Contractual Agreement

This is if you’re a participating provider in the patient’s health insurance plan.

If you are a member of a Discount Medical Plan Organization (DMPO), the patient will be entitled to network discounts similar to those of your insured patients.

Like mandated discounts, you are agreeing to accept what the insurance company or DMPO allows by treating the patient. For example, if your fee is $100 for a service and the insurance company or DMPO-allowed amount is $75, you have not agreed to charge $75; you have agreed to discount your $100 service by $25.

4. Prompt Pay

You can offer patients a discount on non-covered services (i.e. cash services) when they pay for services promptly. The clinic can define what “promptly” means. For example, you may define it as “payment on the same day or prior to when the service is provided.” Or, “within the same week or month the service is provided,” or, “within the number of days of service being provided.”

The limitation on how large of a discount can be offered is defined by the OIG (Office of Inspector General) Department of Health and Human Services. In 2009 they rendered an opinion letter saying that a prompt pay discount can be provided and should be between 5-15%.

It is for this reason that we recommend you limit your prompt-pay discount to 15% or less. In practice, this means that for non-covered services, you could apply a discount of up to 15% when the service qualifies for your definition of a prompt-pay discount.

For all patients, non-covered services (i.e. cash-paid services) are the only services that can be discounted with a prompt-pay discount.

Enforcement

When it comes to compliance, it’s not too uncommon to hear doctors say, “Who’s going to enforce it?” Well, for some perspective, the OIG seems to think it’s worth pursuing violations.

Reference to ROI by OIG for Audit Investigations — it’s boldly proclaimed by Inspector General Daniel Levinson within the first several pages of the OIG’s 2019 fiscal year budget report requesting more funds to do their work. The statement is plain and simple: “...the OIG returned $5 to the Federal Government for every $1 invested.”
If you knew for every $1 you invested, you always got $5 in return, how many $1s would you invest? And would you keep doing it as long as you kept getting a 5-to-1 return?

Here are some example cases from the OIG:

**U.S. Department of Justice vs. Dr. Brown**

Dr. Brown from Iowa has agreed to pay $79,919 to resolve allegations he violated the False Claims Act by improperly billing Medicare and Medicaid for chiropractic adjustments after providing free electrical stimulation to beneficiaries to influence those beneficiaries to receive chiropractic adjustments from Brown.

The government alleged that this conduct violated the Anti-Kickback Statute and, in turn, the False Claims Act. The claims at issue were submitted between Jan. 1, 2012, and Sept. 30, 2016.1

**U.S. Department of Justice vs. Forest Park Healthcare**

Instead of billing patients for out-of-network co-payments, instituted by insurers to de-incentivize the high costs associated with out-of-network treatment, Forest Park allegedly assured patients they would pay in-network prices.

Because they knew insurers wouldn’t tolerate such practices, they concealed the patient discounts and wrote off the difference as uncollected “bad debt.”

Make sure that you’re vetting the companies you’re going to be working with in your practice. It’s ultimately your responsibility as a business owner to ensure compliance in all areas of the business, not just your EHR. CE

**MILES BODZIN, DC, is the founder and CEO of Cash Practice Systems,** “Chiropractic’s #1 Technology Platform for Creating Loyal Patients. Providing Care Plans, Payment Processing, Wellness Scores, and Email Marketing under one cloud-based platform.” He can be contacted at drbodzin@cashpractice.com. To schedule a complimentary consultation with Cash Practice, call 877-343-8950 or visit cashpractice.com.

**BRIAN CAPRA, DC, founded Genesis Chiropractic Software and Billing Network in 2004. Genesis pioneered the use of cloud-based software and patented artificial intelligence workflow to help doctors increase their revenue, patient retention, compliance and overall staff efficiency. He can be contacted at drbrian@genesischiropracticsoftware.com. To schedule a complimentary consultation with Genesis, call 877-601-5986 or visit genesischiropracticsoftware.com.**

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SEPTEMBER 22, 2020 • CHIROPRACTIC ECONOMICS • 85
DESIGNING AN INTEGRATIVE HEALTH CARE SPACE

Understand the legal requirements for services, then work toward an easily cleanable space

BY CAROLYN BOLDT, IIDA, LEED AP

TIME TO READ: 6-8 MIN.

THE TAKEAWAY

Equipment, personnel, activity and workflows should help determine your space’s size, layout and design. Apart from the specific type of area, the rest of the design, size and layout of your office is determined by the actual equipment, personnel, and activity in the room or area, just as a traditional chiropractic office. Consider how much space the actual equipment or activity will take up, as well as space to move around properly.

HAVE YOU THOUGHT ABOUT ADDING OR EXPANDING YOUR SERVICES to include integrative health care? If so, there are a few things you need to consider when designing and adding to your space.

An integrated practice for a chiropractor can include a variety of services that require a medical license beyond the typical chiropractic licenses. Since these services vary so greatly, you must start with truly understanding the legal requirements for each service. Some have no real specific facility requirements that would be different than a chiropractor’s, while other services may require extra areas or full rooms of equipment.
Space standards
The most distinct differentiator for the design of a medical integrative practice is when the service to be provided includes handling human bodily fluids. These spaces must follow specific space standards in line with medical office outpatient laws.

For these types of integrated practice spaces, it is best to follow three basic guidelines:

1. Dedicated spaces — It is typical to have a closed room or specific space dedicated to the doctor and/or nurse in order to administer treatment. This space, and the use of it, will be controlled by specific medical protocol to assure compliance.

2. Finishes — Now that you have a designated space for these procedures, it is time to think about the walls, floors and other finishes. It is easy to think of “finishes” as the color or looks of your space; however, there is an important distinction in this type of integrated practice space.

Since the space must be easily cleanable, all the surfaces (aka finishes) need to be washable. First, the flooring needs to be what is known as resilient flooring. An inexpensive option is vinyl composition tile, also known as VCT. You would typically see this type of floor in a big-box store or gas station. Although it is inexpensive up front, it does require a higher level of maintenance once installed, which includes waxing and buffing.

Another common flooring option is luxury vinyl tile, also known as LVT. This flooring is what we as designers prefer to use in these type of chiropractic spaces. With LVT you can...
Seating should also be cleanable yet comfortable. Consider plastic instead of heavy fabrics. As far as other finishes, you can still get beauty with cleanable function.

create a beautiful look which is also extremely cleanable and consistent.
As far as other finishes, you can still get beauty with cleanable function. Countertops should be practical built-ins constructed of plastic laminate. Walls need to be a durable, washable paint. Seating should also be cleanable yet comfortable. Consider plastic instead of heavy fabrics.

3. Sink — Often, the procedures to be performed in the room will require a hand-wash sink either in the room or readily available to the room. We recommend soap dispensers be wall-mounted to keep things off the counter as well as more sanitary. Sinks can still be part of the design with the right faucets and shapes.

Plan your space
Apart from this specific type of area, the rest of the design, size and layout of your office is determined by the actual equipment, personnel, and activity in the room or area, just as in a traditional chiropractic office. Consider how much space the actual equipment or activity will take up, as well as space to move around it properly.

For personnel, since you will typically have more staff members, you should also consider a larger break area or space that is set apart from the patient areas as well as stations where they can do work.

Included are three examples of chiropractic offices that included integrated medical as a health model into their practice. Each layout has a designated area for integrated medical activities, typically labeled as a “nurse practitioner,” “exam,” or “lab.” As necessary, all contain a variation on the above guidelines.

When expanding your space, let these examples inspire you and support your pursuit.

CAROLYN BOLDT, IIDA, LEED AP, has more than 35 years’ experience as a commercial interior designer. Over this time she gained a complete understanding of the industry, which includes retail, hospitality, health care, corporate, sustainability and relocation design. She is a registered designer, and is a principal for CrossFields, with the mission to create practical and impactful environments that elevate chiropractic success. She can be contacted through chiropracticofficedesign.com.
## COLLEGES

Chiropractic Economics is pleased to present the profession’s most comprehensive Colleges list. The information below was obtained from questionnaires completed by the listed companies. Companies highlighted in RED have an advertisement in this issue.

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<td>416-482-2340 cmcc.ca</td>
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<td>President: David Wickes, DC</td>
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<td>Cleveland University-Kansas City</td>
<td>913-234-0600 cleveland.edu</td>
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<td>President: Carl S. Cleveland III, DC</td>
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<td>DYouville College</td>
<td>716-829-8000 dyc.edu</td>
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<td>Exec. Dir.: Rachel Erning, DC</td>
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<td>Keiser University - College of Chiropractic Medicine</td>
<td>888-784-5355 keiser-education.com</td>
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<td>Dean: Michael Wiles, DC</td>
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<td>Life Chiropractic College West</td>
<td>800-788-4476 lifewest.edu</td>
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<td>President: Ron Oberstein, DC</td>
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<td>Life University</td>
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<td>President: Rob Scott, PhD, DC</td>
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<td>Logan University</td>
<td>800-782-3344 logan.edu</td>
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<td>President: Clay McDonald, DC, MBA, JD</td>
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<td>National University of Health Sciences, Ill. &amp; Fla.</td>
<td>800-826-6285 nuhs.edu</td>
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<td>President: Joseph Stiefel, DC, MS, EdD</td>
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<td>Northwestern Health Sciences University</td>
<td>952-888-4777 nwhealth.edu</td>
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<td>President &amp; CEO: Deb Bushway</td>
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<td>Palmer College of Chiropractic, Davenport, Iowa</td>
<td>800-722-3648 palmer.edu</td>
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<td>Chancellor: Dennis M. Marchiori, DC, PhD</td>
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<td>Palmer College of Chiropractic, Port Orange, Fl.</td>
<td>866-585-9677 palmer.edu</td>
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<td>President: Peter A. Martin, DC</td>
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<td>Palmer College of Chiropractic, San Jose, Calif.</td>
<td>866-303-7939 palmer.edu</td>
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<td>Parker University</td>
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<td>Sherman College of Chiropractic</td>
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<td>President: Edwin Cordero, DC</td>
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<td>Southern California University of Health Sciences</td>
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Dr. Robert Silverman shows you the most successful tool responsible for growing his practice and how offering a safe and diverse treatment can revolutionize your practice. And in a time like this, there could not be a better time to offer new, safe treatments to new clients that are unattended and never actually touch the client.

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