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Details on page 7

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- Kinetic Precision Adjuster
- Miltex
- Percussors
- Pettibon MDT
- Precision Adjusters
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Benefits of the Immune Health Package

<table>
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<th>Count</th>
<th>Dosage</th>
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<td>Zinc Lozenge+</td>
<td>90</td>
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<td>• Helps fight Respiratory Tract Infections*</td>
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<td>• Free Radical Fighting Antioxidant*</td>
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<td>• Exhibits Anti-inflammatory Effect*</td>
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<td>D3 5000 IU</td>
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<td>• Immune System Support*</td>
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<td>• Promotes calcium absorption for strong bones*</td>
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<td>Melatonin Formula 256</td>
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<td>Before Bed</td>
<td>• Nutritionally Supports a Healthy Sleep Pattern*</td>
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<td>• Potent Immunostimulator of the T cell response*</td>
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<td>• Sublingual for optimal bioavailability</td>
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TOP SPECIALTIES

CHIROPRACTORS ARE FOLLOWING THEIR PASSIONS more than ever and expanding their income options with specialty certifications ranging from female health to pediatrics, sports medicine, rehabilitation, pain management, radiology, nutrition, neurology, occupational health, acupuncture and more.

For DCs ready to commit for a time back to the (virtual) classroom, the rewards go beyond financial to an increased feeling of job satisfaction and the ability to offer increased specialized care in addition to chiropractic.

“Specialization gives chiropractors who have a passion toward a specialty population the opportunity to fully immerse themselves in that population, which may guard against burnout in our profession,” says Jennifer Brocker, DC, DICCP, president of the ACA Pediatrics Council.

In this issue

Specialization can take many forms or motivations, from ways to “double your patients” as addressed in this issue, to adding custom orthotics, near-infrared therapy, the measuring of body composition and phase angle (the final article in a three-part series), or the new wave of weight loss and body sculpting services.

For those who thought chiropractic research was only in the realm of large offices, conglomerates and other money-backed entities, then you need to see our feature on the term “Dr.” is sometimes used. This in no way represents a delineation of thought regarding degree titles.

— R. Rivers, DC

Letters to the Editor

“I just read an article from CE on the 125-year history of chiropractic, the good and not-so-good facts. Please explain to me why the article refers to doctors as solely MD in reference, and chiropractic doctors as chiropractors? My degree as all other doctors of chiropractic states DC on my license which stands for “doctor of chiropractic.” We are all doctors. The MD is a medical doctor who specializes in medicine, and as such prescribes medication for reduction of symptomatology. The DC is a doctor of chiropractic and as such specializes in the correction of the spinal column and extremities with specific adjustments. We are also well based in the prescriptions of nutritional guidance as to offer our patients, not clients, a speedier recovery of their condition when necessary. If you wish us “DCs” to forward your articles to our patients and/or the public, please keep this in mind. After 125 years the public should be made aware.”

Wishing you the best of health,
— R. Rivers, DC

[Editor’s Note: While it is our editorial policy to eschew the “Dr.” title and list DC, MD or other appropriate designations following names, in some historic designations or quotes the term “Dr.” is sometimes used. This in no way represents a delineation of thought regarding degree titles.]

“This was a great read! Could serve as a primer for general patient care in their chiropractic office!”
[Re: the article “COVID immunity: focus on what you can control, the human host,” by Robert Silverman]
— W. Brooks, DC

“The November issue is filled with interesting and useful facts about the history and the future. Excellent edition.”
— L. Sportelli, DC

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HealthLight expands to include blue light therapy

HealthLight is now offering the 180 Long Pad Tricolor (blue, red and infrared), the 132 Medium Pad Blue/Infrared, and the 264 Large Pad Blue/Infrared to chiropractors. These products are available in both the company’s light therapy lines: the Express At Home Line and the Clinical Line. They are designed to provide pain relief, increase circulation, relaxation of muscles, relief from muscle spasms, and relief from aches/stiffness caused by arthritis.

The light therapy pads emit blue, red, and near-infrared light, which penetrate into the body and produce a cascade of positive effects, according to HealthLight. Their express therapy products provide clinical performance cleared for consumer use.

MediHerb introduces Ashwaganda Forte

MediHerb, an Australian herbal products leader exclusively distributed in the U.S. by Standard Process, has announced Ashwaganda Forte: a new product intended to work as a rejuvenating tonic for body and mind. It contains Ashwaganda root, which has been traditionally used in Ayurvedic herbal preparations to support the immune system, strength, healthy sleep, alertness and a sharp memory. Each tablet provides the equivalent of 4 grams of dry Ashwaganda root, and is standardized to provide 10 mg of withanolides.

“Surprise — study says unhealthy foods can ruin a healthy diet

Eating a healthy diet, such as the Mediterranean diet, has a positive impact on health, but researchers at Rush University Medical Center have reported diminished benefits among those with high frequency of eating unhealthy foods. The results of their study were published in Alzheimer’s & Dementia. The Journal of the Alzheimer’s Association on Jan. 7.

“[When an otherwise healthy diet] is combined with fried food, sweets, refined grains, red meat and processed meat... the benefits of eating the Mediterranean part of the diet seems to be diminished,” said Pusa Agarwal, PhD, a nutritional epidemiologist. — Science Daily

How one TikTok video can boost your business

Even just one piece of viral content can help your practice grow, both at the initial impact of the piece of content, and in the years after as it “sires” on the internet. Brian Meenan, DC, of Premier Chiropractic Clinic in the South Hills Pittsburgh, Pa., area knows this all too well. After one of his chiropractic videos went viral, it brought more patients through his doors after it earned 12,000 new subscribers overnight.

In 2019, Meenan began utilizing the video platform TikTok, a social media app designed to allow users to create and watch short videos. “At that time, there weren’t many professionals on the platform,” says Meenan, though many of his patients encouraged him to post on the site. This encouragement paid off when, in 2020, Meenan created a video that caught the attention of more than 8.5 million viewers. “At that time, there weren’t many professionals on the platform,” says Meenan, though many of his patients encouraged him to post on the site. This encouragement paid off when, in 2020, Meenan created a video that caught the attention of more than 8.5 million viewers.

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For more social media marketing tips and advice, visit the “Business Tips” section of ChiroEco.com.

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DREAM CASH PRACTICE

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10:00 am - LEARN how to communicate Chiropractic in the most effective 60 seconds guaranteed to INCREASE your production
11:00 am - LEARN 5 new ways to create a “WOW Factor” designed to create raving fans who refer your practice consistently
12:00 pm - ENJOY an AMAZING Gourmet Working Lunch designed for networking and reviewing all of the DYNAMIC material
1:00 pm - LEARN to Motivate, excite, and empower your staff with 3 NEW proven-to-work management techniques
2:00 pm - LEARN the real “INNER Secrets” of social media and how you can CAPITALIZE on the new “Portals of Entry” to your office
3:00 pm - DISCOVER 3 powerful tools the top 1% of clinics have utilized to stay ahead of the curve and become EXTREMELY profitable
4:00 pm - SEE the plug and play secrets, systems, tools, and strategies shared by Dr. Eric Kaplan and Dr. Perry Bard “LIVE”

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AWARDS NEWS

NBCE awards chiropractic student scholarships

In December the National Board of Chiropractic Examiners (NBCE) announced four winners from their Annual Student Scholarship Competition. Each winner received $2,500 for outstanding scholarly essays for a total of $10,000 in academic scholarships.

The winners were:
• Austin Bergquist, Life Chiropractic College West, “Evidence-Based Practice Has Not Solved What It Has Intended”
• Grant Speer, Logan University, “Why Chiropractors Have High Potential to Help Our Country’s Financial Situation”
• Alli Totzke, National University of Health Sciences, “Challenge of the Profession”
• Stephanie Vos, Northwestern Health Sciences University, “White Bodies Are Comfortable in a White Supremacist Society”

To be considered eligible, applicants must be enrolled in a U.S. Council on Chiropractic Education (CCE) accredited chiropractic program. Chiropractic program registrars must confirm the student’s enrollment and that they are in good academic standing in their program.

Each essay must be original and between 1,200-3,000 words, not including references. Topics must be relevant to chiropractic. Themes may include history, philosophy, practice perspectives, jurisprudence/law, ethics, theory, sociology, politics or social sciences.

The selection process was rigorous and included relevance to chiropractic, significance to current events or needs of the profession, scientific style, if the content provided new insights or new information to the profession, proper use of references, and overall level of scholarship and quality of work.

The scholarship program is administered by an independent third party, Brighthall Inc., with President Claire Johnson, DC, managing the blinded review and selection process.

“The review committee members were thrilled with the quality of the submissions to select from and were challenged to select only four out of the dozens of excellent submissions this year,” Johnson said.

For more information, visit nbce.org.

CHIROPRACTIC NEWS

ACA offers new patient education materials

The American Chiropractic Association (ACA) now provides doctors of chiropractic easy access to patient education handouts and posters through a print-on-demand service so doctors can have materials shipped directly to their office at any time. The online print shop and new materials are the newest piece of ACA’s Hands Down Better consumer outreach program.

Chiropractors can order patient education materials such as 5.5- by 8.5-inch cards with ergonomic and injury prevention advice, as well as infographic posters promoting the effectiveness of spinal manipulation and chiropractic care. Additional products will be added to the store in the coming months.

“ACA has offered patient education materials digitally for many years, but this is the first time we are giving members and visitors a chance to order printed materials, whenever needed and in convenient quantities. It’s a feature that we hope will be an added convenience for providers during these challenging times,” said ACA President Robert C. Jones, DC.

For details and to see all available materials, visit acatoday.org/marketing.

“SPECIALIZATION HAS AFFORDED ME THE OPPORTUNITY TO JOIN THE MEDICAL STAFF AT MY LOCAL HOSPITAL.”
— ACA COUNCIL ON CHIROPRACTIC ACUPUNCTURE PRESIDENT GARY ESTADT, DC, DABCA, DACRB
The Chiropractic Medicare Coverage Modernization Act, currently under review in the U.S. Congress to expand Medicare access to chiropractic care, received a boost at the end of November when Rep. Elise Stefanik (R-N.Y.) announced her co-sponsorship of the legislation.

“Chiropractic care has become an important pain management strategy throughout the [New York] North Country and the United States,” she said. “This legislation supports the initiative to stem the epidemic of prescription opioid overuse and abuse by encouraging pain management methods through chiropractic therapies. The North Country is home to a number of local chiropractic practices and also to many constituents who utilize Medicare.”

The legislation would allow patients covered under Medicare to access chiropractic approaches to pain management, which could include joint mobilization, physiological therapies and soft tissue management techniques.

The Chiropractic Medicare Coverage Modernization Act was originally sponsored by Rep. Brian Higgins (D-N.Y.), and in July of 2019 the bill was introduced in the House and referred to the Subcommittee on Health after first being referred to the Committee on Energy and Commerce and the Committee on Ways and Means.

For additional information on the bill, go to congress.gov/bill/116th-congress/house-bill/3654/text.
**COVID-19 reduced U.S. life expectancy, especially among Black and Latino populations**

The COVID-19 pandemic, which claimed more than 336,000 lives in the United States in 2020, has significantly affected life expectancy, University of Southern California and Princeton University researchers have found.

The researchers project that, due to the pandemic deaths last year, life expectancy at birth for Americans will shorten by 1.13 years to 77.48 years, according to their study published in the Proceedings of the National Academy of Sciences.

That is the largest single-year decline in life expectancy in at least 40 years and is the lowest life expectancy estimated since 2003.

The declines are likely even starker among minority populations. For Blacks, the researchers project their life expectancy would shorten by 2.10 years to 72.78 years, and for Latinos, by 3.05 years to 78.77 years.

Whites are also impacted, but their projected decline is much smaller — 0.68 years — to a life expectancy of 77.84 years.

Overall, the gap in life expectancy between Blacks and whites is projected to widen by 40%, from 2.6 to more than five years — further evidence of the disease’s disparate impact on disadvantaged populations.

“Our study analyzes the effect of this exceptional number of deaths on life expectancy for the entire nation, as well as the consequences for marginalized groups,” said study author Theresa Andrasfay, a postdoctoral fellow at the USC Leonard Davis School of Gerontology. “The COVID-19 pandemic’s disproportionate effect on the life expectancy of Black and Latino Americans likely has to do with their greater exposure through their workplace or extended family contacts, in addition to receiving poorer health care, leading to more infections and worse outcomes.”

COVID-19 appears to have eliminated many of the gains made in closing the Black-white life expectancy gap since 2006. Latinos, who have consistently experienced lower mortality than whites — a phenomenon known as the “Latino paradox” — would see their more than three-year survival advantage over whites reduced to less than one year.

The projected pandemic-related drop in life expectancy is about 10 times as large as the declines seen in recent years.

The last major pandemic to significantly reduce life expectancy in a short period of time was the 1918 influenza pandemic, which reduced it by 7-12 years.

— Science Daily

For more information, visit research.usc.edu.

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**PROFITABLE PRACTICE**

**Chiropractic specialty practices**

Board-certified specialty credentials allow DCs to go beyond being “just” chiropractors and be highly-trained specialists in a variety of fields, such as female health, pediatrics, sports medicine, rehabilitation, pain management, radiology, nutrition, neurology, occupational health and acupuncture.

A specialist designation gives DCs the opportunity to provide a wider range of care, thereby attracting a wider customer base and increasing revenue.

“Specialization gives chiropractors who have a passion toward a specialty population the opportunity to fully immerse themselves in that population, which may guard against burnout in our profession,” says Jennifer Brocker, DC, DICCP, president of the American Chiropractic Association (ACA) Pediatrics Council. “Patients can tell when their providers are passionate about the care they are providing, which leads to more referrals and potentially more success in practice.”

Chiropractic specialties also provide patients with more options for managing specific conditions using natural methods, rather than settling for surgical or pharmaceutical options.

For more info on available chiropractic specialty degrees, go to acatoday.org/Communities-Related-Organizations-American-Board-of-Chiropractic-Specialties. — Mark Callanen
As a small business owner, you feel the burden of trying to be the expert in everything. That’s why it’s important to choose the right partners for your practice.

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When Richard Magder, DC, had a pair of shoes stolen off the porch of his chiropractic office, it made him wonder if in-need residents in his town needed shoes. That was four years ago, when the Shoes4Shelbourne campaign was born. The campaign averages 300-600 shoes each holiday season, but last November-December the residents of Shelbourne in Ontario dropped off 1,200 pairs of shoes, filling the office of Shelburne Family Chiropractic. “A lot of people were donating brand new shoes,” Alexandra Magder told the Orange Banner. The collected shoes were brought to the Shepherd’s Cupboard Food Bank and Choices Youth Shelter. “I think there’s a much higher need this year than ever before,” Alexandra Magder said. “If you don’t have a good pair of shoes it can really affect your overall health.”

Matt Hamilton, DC, owner of Maximum Potential Chiropractic, kicked off a “12 Days of Giving” campaign in December that included a $5,500 donation to Cups Café, a nonprofit where teenagers — or anyone who needs a meal — can hang out, eat and have someone to talk to. During COVID-19 the café served approximately 3,000 meals in 2-3 months, including home deliveries to shut-ins and the elderly. Maximum Potential Chiropractic also donated $2,500 to Toys for Tots, $500 to Oasis of Hope, and will give $1,500 and food to Feeding Medina County in Ohio. “We wanted to stay more in our own backyard,” Hamilton told The Gazette. “Cups Café is a program we wanted to support that would impact the community the most.”

LaTanya Bowman, DC, owner of Discovery Chiropractic and Wellness Center, PLLC in Charlotte, N.C., was invited to the White House late last year to attend The Entrepreneurs and Innovation Summit, where she was recognized as a game changer in the entrepreneurial field. “It was a wonderful honor to be invited to the White House,” said Bowman, who opened her practice in 2016. The Entrepreneurs and Innovation Summit is a program to bring together community leaders and entrepreneurs to discuss best practices for revitalization, opportunity zone investments, and collaboration at all levels of government and business. Topics included small business contracting, access to capital, and federal programs for opportunity zones. “The experience of being around like-minded individuals, entrepreneurs, large corporations, governmental officials, and sharing ideas, thoughts, and collaborations was truly inspirational,” she said. “As a small-business owner, growth is important, and in order to have growth you have to be around people that are already there, or growing with you. I was grateful and it was an extreme honor that the White House asked me to be a part of a team of collaborative minds.”
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† For a complete copy of the TruEase® Clinical Trial Study, visit trugen3.com/truease.
USING A SPECIALTY SERVICES MIX TO DOUBLE YOUR PRACTICE

Three pro tips for business-building strategies

BY MARK SANNA, DC, ACRB LEVEL II, FICC
TIME TO READ: 9-11 MIN.

THE TAKEAWAY
Opportunities abound to increase your practice services and sales by adding offerings that work synergistically with those you currently provide, while also delving into cross selling and curating referrals among your patient base.

WOULDN’T IT BE NICE TO DOUBLE YOUR PRACTICE this year? Think about what you could do with the income: Hire additional staff, take more time off, do more of what you love to do and less of what you must do (all of the above)?

Let us look at three income-producing, business-building strategies that are widely used across many industries to increase revenue and profitability. You have probably experienced one or more of them without even being aware of it. Apply them to your chiropractic practice and you will see your bottom line improve like never before.
Pro Tip #1: Cross selling
Nothing gets done without something being sold. This is true in business, politics, and probably all other aspects of life — including your practice.

Cross selling is a form of sales that you can use to increase the lifetime value of each patient to your practice. What is cross selling? A cross sell is something that enhances the original purchase or gives added benefit.

In a health care setting this can include both product and service offerings (see Tip #2). When offered correctly, 65% of buyers will take advantage of an upsell — if it is a value enhancer. If a cross sell is not related or does not add any value to enhance the original purchase — it is doomed to fail. It must help the buyer get a better result and be related to the original purchase to avoid being too “salesy.”

One chiropractor I know sells Spinal Decompression Therapy packages for $2,500. He sold 50 packages in eight weeks. He added a cross sell of a customized lumbar brace for $195 when combined with the original package purchase. If the patient waited and purchased the brace later, it would cost $395. More than 50% of patients took him up on the offer, generating $4,875 of additional revenue.

Don’t wait
Do not wait too long to cross sell. The longer you wait, the lower your conversion rate. Cross sell at the moment of “peak buying” state: at the time of purchase (“Would you like fries with that?”).

When done correctly, 20-65% of customers will take you up on the offer. Amazon.com has mastered the immediate cross sell. The moment you add something to your cart, Amazon suggests other items that are frequently purchased together. This strategy increased Amazon’s sales by 35%. When I bought my new phone, thank goodness Apple offered to sell me replacement insurance at the time of purchase, because when I dropped my phone, I was able to replace it for $49 instead of its original value! For me, it was a highly appreciated cross sell.

Most chiropractors do not utilize upsells for fear of being too salesy or because they do not know about the process. Upsells are value enhancers designed to help your patients get a better response from your care. If you are not sure if upselling is the right thing to do, ask yourself the following questions:

• Do you believe that the product or service you are cross selling will benefit the patient?
• Do you believe it has the potential to result in a superior outcome for the patient?

If your answer to both questions is “Yes,” don’t you have an obligation to make the product or service available to improve their lives? By answering yes to these questions, you may realize you are not “selling,” but improving results and serving your patients. If you believe you are really helping your patients, you owe it to them to offer cross sells for improved results and better experiences.

**Pro Tip #2: Offer a synergistic service mix**

Most chiropractic patients seek care for musculoskeletal disorders. Another way to increase the value each patient brings to your practice is to consider the other problems your patients have that you can solve.

Which services or products could you offer that work synergistically with those you currently provide? A great place to find out is to ask your patients. Survey them. Incentivize them with a discount off future cash-based services. With a robust survey, you can determine the potential market for products and services before adding them to your practice.

Surveying can help you create a “waiting list” of patients who are primed to purchase when you launch your new offering.

Synergistic services include (check your scope and state laws and regs):

- Nutritional supplements
- Foot orthotics
- Regenerative medicine
- Functional medicine
- Shockwave therapy
- Laser therapy
- Decompression therapy
- Nutrient IV therapy

Adding synergistic services to your practice creates a partnership between the practitioner and patients for personalized care. You can piggyback on this concept by selling customized “bundles” of services to patients.

When you sell a bundle of services vs. single services, you increase frequency of utilization and retention. Remove the “pain” of payment as well as the requirement to resell by offering auto-charge/debit payments. Every time patients must decide to pay, they can also decide to quit care. Using these procedures helps create a stable and predictable cash flow for your practice.

**Pro Tip #3: Actively promote referrals**

I am going to let you in on a secret: The most cost-effective way to double your practice is to ask your patients and community influencers regularly and systematically for referrals.

According to research from Nielsen, people are four times more likely to buy when referred by a friend. Referred customers are also more loyal and have a 16% higher lifetime value, according to Wharton School of the University of Pennsylvania. Referrals can have a dramatic effect on your bottom line.

However, doing a good job and hoping patients will just refer people is not a good strategy. Patients expect great results. They do not refer because of great results. Do not sit back.
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and wait for referrals or rely on word of mouth. To get patients talking about you to others, you need to routinely do things that are attention-worthy.

Get patients talking
How can you get your patients talking about your service in a positive way? When patients have a fantastic experience working with you, remind them that you would love to have them share it on social media.

Make a game of it. Host a contest online and ask patients to refer their friends, to “like” your practice on Facebook, or take other actions (social media check-ins) to support your practice and earn additional chances toward winning.

The key to boosting referrals is to ask patients for them. Research from Texas Tech indicates that 83% of satisfied customers are willing to refer others. Yet only 29% do, probably because they were never asked to. Promote your referral campaign in other marketing campaigns both online and off-line. Reach out to current and former patients regularly. Try out SMS — patients respond to texts more than any other communication channel.

Use video to magnify your results by using it to acknowledge and say thank you for referrals. A video has a longer shelf life than a phone call. A text with a link to your video can be shared again and again.

Take action
How do you eat an elephant? One bite at a time! The same is true with doubling your practice.

Select the practice-building tip that most resonates with you and your practice team. Create a plan to implement it. Remember that what gets measured gets managed, and improves.

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Select the practice-building tip that most resonates with you and your practice team. Create a plan to implement it. Remember that what gets measured gets managed, and improves.

Make your current level of production, set realistic goals and execute your plan. Measurement allows you to course-correct when necessary and put your foot on the gas when you land upon a winner. Once you have tried one pro tip, tackle the next, and so on until you grow your practice to double and beyond.

MARK SANNA, DC, ACRB Level II, FICC, is a member of the Chiropractic Summit and a board member of the Foundation for Chiropractic Progress. He is the president and CEO of Breakthrough Coaching and can be reached at mybreakthrough.com or 800-723-8423.
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**GET AHEAD OF THE GAME BY TAX TIME**

Use these tips and avoid these slips with your practice when dealing with the IRS

**BY TIFFANY COUCH, CPA/CFF, CFE**

**TIME TO READ: 8-10 MIN.**

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**THE TAKEAWAY**

Avoid the No. 1 and No. 2 most-common fraudulent activity in practices — and use these tips for tax preparation and dealing with vendors to meet your tax obligations on time and without difficulties.

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**IN DECEMBER, WHEN MOST PEOPLE WERE THINKING ABOUT NEW YEAR’S RESOLUTIONS** or goals for the coming year, most small business owners were gearing up to close their books and comply with the seemingly endless requirements for federal and state taxes.

Tax year 2020 is still fraught with uncertainty for many of us — especially those companies that received Payroll Protection Program (PPP) funding. As I write this article, we believe that PPP-related expenditures will be deductible and that the PPP loans will be forgiven. Despite this uncertainty, the majority of annual tax requirements remain the same. Before you close the books on last year and start anew, consider the following to ensure compliance with tax regulations, maximize your tax deductions and reduce your risk of fraud.

**File payroll tax forms on time**

Whether you are using an outside payroll company (which I highly recommend to reduce risk of non-compliance with payroll tax requirements), or are still preparing payroll in your office, make sure you file the requisite quarterly (Form 941) and annual payroll tax forms (Form 940 and Forms W-2/W-3). Depending on the state where you operate, you may have quarterly and annual payroll tax forms due as well.

**PRO TIP:** If you are struggling financially, it is imperative to file the forms even with absence of payment. Filing forms on time will help you eliminate late-filing or non-filing penalties and interest. If you can, prioritize the payment of payroll taxes, as non-payment or late payment of these amounts result in hefty penalties and interest as well.
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As a forensic accountant who has investigated fraud in dozens of practices, the number one fraud I see is skimming of revenues from the practice (i.e., incoming deposits are diverted).

**File 1099 forms**
Did you pay a lawyer or rent last year? Did you pay for the services of a consultant or other person (accountant, electrician, IT services, etc.) last year in excess of $600? If you answered yes to these questions, then you are required to file Form 1099 (now called Form 1099-NEC) with the IRS.

**PRO TIP:** Beat the rush to complete your forms at the last minute by requiring all vendors to provide a Form W9 before you pay them. This form will provide all information you need to file the 1099 forms. Too late and you don’t have a W9 on file? Call and request one from the vendor (or send them this link: irs.gov/pub/irs-pdf/fw9.pdf).

**Pay estimates**
One of the best ways to get behind with the IRS is to not pay your estimated tax payments each quarter, instead spending the money on your practice or over-distributing amounts to yourself. Get in the habit of paying your estimates each quarter (January, April, July and September).

**PRO TIP:** Set up a separate bank account and call it your “tax savings account.” Each month (or each week), take a certain portion of your gross income and put it in your tax savings account (your CPA can help you figure out the appropriate percentage). Setting aside money on a regular basis ensures a seamless and non-stressful payment of quarterly estimates.

**Identify large purchases**
Did you make any investments in software, property, furniture or equipment last year? If yes, you will likely be eligible to depreciate those new items on an accelerated basis, lowering your taxable income.

Make sure to point out these items for your CPA.

**PRO TIP:** Want to make your CPA happy? Itemize the following information for them: date of purchase, vendor, amount of purchase and nature of purchase.

Want to ensure you don’t have to go looking for this information in the future? Instruct your bookkeeper to record all large purchases in one ledger account (e.g., Furniture and Equipment) each year so that this information can be directly printed from your accounting system.

**Verify your gross income**
Ensure that the income recorded on your tax returns is only income received from revenue sources, and not loans, capital contributions, etc.

The best way to do this is to print the “gross revenue” or “sales” ledger from your accounting system and make sure that your bookkeeper did not mis-record any deposits from loans or capital contributions as income.

**PRO TIP:** As a forensic accountant who has investigated fraud in dozens of practices, the number one fraud I see is skimming of revenues from the practice (i.e., incoming deposits are diverted).

I highly recommend that you run a revenue report from your medical practice software and compare that to your bank statements (not your accounting software) to ensure that your revenues were actually deposited to the bank. While you’re at it, review your contractual write-off (or credits) reports to make sure that those amounts appear reasonable for your practice (and do not indicate that someone is stealing incoming revenues and covering it up by posting write-offs or credits to patient accounts).
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Stop the personal spend
Business expenditures should be the only expenditures run through your business bank accounts. Period.

As a small business owner, I get it. Sometimes it is just easier to spend business funds for personal purchases. After all, the money is yours, right? In the event that you have co-mingled business and personal funds, make sure that you or your bookkeeper segregate those amounts into an “Owner Draw” account on the ledger. This will remove the amounts from your deductible expenditures and ensure that you are in compliance with tax regulations.

PRO TIP: Never have time to review your bank account statements, cancelled check images or credit card statements? You may be surprised to find out that the second-most common fraudulent activity I see in practices is employees’ improper use of business funds.

This is typically seen when employees write checks to themselves or their personal vendors or use the practice debit or credit card for personal expenditures. I highly recommend that you review these statements (ideally, on a monthly basis) to verify this activity is not occurring in your practice.

Ensuring tax compliance and minimizing your risk of fraud do not have to be enormous or overwhelming year-end or tax-time tasks. By implementing simple changes to your practice management routine, you can decrease your risk of employee theft and decrease the stress of tax time.

TIFFANY COUCH, CPA/CFF, CFE, is the founder and CEO of Acuity Forensics, a nationally-recognized forensic accounting firm based in the Pacific Northwest. She is the author of “The Thief in Your Company,” a book that explores the financial and emotional impacts of fraud on business. She can be reached at tcouch@acuityforensics.com or 360-573-5158.
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STEP-BY-STEP BUILDING YOUR BUSINESS WITH CUSTOM ORTHOTICS
Make 3D scans a part of your patient report of findings

BY AMANDA BLEDSOE, DC
TIME TO READ: 10-12 MIN.

THE TAKEAWAY
With a combination of displays and visibility, staff and patient education along with marketing support, custom orthotics can transform a chiropractic practice.

I OPENED MY PRACTICE in December 2017. I had previously been a custom orthotics salesperson as an associate in a practice for many years. I had worn custom orthotics myself for a long time and gotten successful results with them.

When I was choosing which equipment from my previous practice to purchase for my own first clinic, one of the initial purchases I made was to order a 3D foot-scanning kiosk.

I chose that over other equipment because number one, it was a revenue generator. And the fantastic part is that a big component of my report of findings is using the laser 3D scan as exam findings. It has definitely helped me educate my patients on how long they have had this condition beyond just their back hurting last month by explaining how their arches have affected them for many years.

Bledsoe Chiropractic has become the “foot chiropractor” in our town and even gets referrals from other chiropractors who do not offer custom orthotics. This has helped us to be able to talk about feet in our social media marketing — and some of our biggest successes have been our foot posts.
AMAZING THINGS HAPPEN WHEN YOU PUT THE PROFESSION YOU SERVE FIRST.

When we were founded by chiropractors 75 years ago, it was because the profession needed an insurance company that truly understood its unique needs and challenges. A lot of things have changed since then, but one thing remains constant: you are the priority.

From funding research and supporting state associations by providing free speakers for their programs and events and a steady stream of complimentary resources, we do everything in our power to continue to advance the chiropractic profession. And you.

Because giving back lights the way for the next 75 years of chiropractic — and beyond.

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The value of visibility
In our community outreach, we show our staff treating the feet in our rehab department using tape and massage, along with rehabilitation. We take pictures of every patient who receives their new pair of orthotics, similar to how I have seen people posting a picture with their new car.

This helps us attract new patients to our practice who are already being referred either from another patient or from our Facebook page for foot-related conditions. This has created better compliance with our patients and a better practice fit from the beginning.

They know immediately from the signage in our office, the custom flip-flops and sandals sitting on the consult desk, and the sample orthotics that this is going to be a part of our practice. From the beginning it has been a hugely successful part of the practice with improved patient outcomes as well as revenue for our clinic.

Every single patient who comes in our clinic gets a custom laser foot scan with our two-foot kiosk. On day one every patient watches a short video. Afterward, we talk about orthotics before they even meet the doctor. We go over the scan with every new patient. As patients return to care, if it's been more than a year, they do a new scan. We even invite them to bring their family in for a free scan and have a consultation to go over those results.

Whether you've been in practice for a month or 20 years, I would highly recommend considering custom orthotics for your business. I believe this tool helps patients sustain their healthy changes, is a great addition to your initial exam procedure and will generate revenue.

Any time I'm looking to add a new tool or equipment to my office, I judge not only the product or service that I'm going to be selling, but what kind of support I am going to get. Is the company going to hold my hand and make it easy for both me and my staff to explain the product or service and sell it with success? They do and have for many doctors, and you gain support from fellow custom orthotics chiropractors also.

On day one every patient watches a short video. Afterward, we talk about orthotics before they even meet the doctor.

Marketing support helps sell custom orthotics
We have foot posters in every room of our office, which generate conversation and questions from patients and their guests from the very first visit. Even the front window of our clinic has information and posters.

Make sure your custom orthotics maker has a great marketing department that helps cross-promote with your logo and brand. Mine sends lots of emails that you can then share on your Facebook page. We have a foot section on our website with a digital catalog. They couldn't make it any easier for you to have success with selling custom orthotics. You do not have to be a trained salesperson to help your patients get this product in their shoes.

For most of my 10 years as an associate at another practice before branching out on my own, I recommended custom orthotics. A big change happened when I opened my own practice and went to additional training. I realized that in order to get the maximum benefit, that I, my family, my staff and my patients needed to have enough pairs to wear orthotics 24-7. Like glasses, they don't work if you're not wearing them!
As a small business owner, you feel the burden of trying to be the expert in everything. That’s why it’s important to choose the right partners for your practice.

When it comes to financial policies and discounts, there is no better partner than ChiroHealthUSA. We invite you to schedule a free financial policy review.

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My team loves our own custom orthotics

I’ve encouraged patients I had seen for years who wore a pair in their athletic shoes to get a second pair that would fit in slim dress shoes or clogs. I then also realized that custom flip-flops were fantastic for the lake and the boat and year-round as my house shoes in Arkansas. So, for most of our patients we recommend at least two pairs, if not three. This has given, of course, greater revenue to our clinic as well as greater short- and long-term success to our patients and our team.

If you have staff, they can be a giant resource when it comes to both educating, scanning and selling custom orthotics. All of our staff receive a free pair of orthotics after they’ve been with us for 90 days. That way they can experience the benefits of custom orthotics while working hard standing on their feet serving our patients each day. Then they tell our patients how wonderful they are and encourage them to both buy them and wear them.

Custom orthotics also can help expand your reach. We are a busy multi-doctor practice. I found that I could not sell orthotics by myself, so I have a key staff person who works at our front desk and manages most of our sales in addition to them being recommended by their treating doctor. Information is noted in the report of findings on day two, and they get prompted in their second and third phase of care to make sure they have purchased those orthotics.

We have a flyer with our pricing structure and information on the back about their one-year money-back guarantee. The company does webinars and helps train our associates.

My fantastic staff person Gail was even featured in a webinar because she’s been so helpful keeping up with our goals and helping our patients. There are so many ways that custom orthotics can help your practice and your patients.

As we embark on a new year in 2021, we highly recommend custom orthotics when you are considering ways to grow your bottom line with a great product that your patients will love and find great benefit in.
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THE TAKEAWAY

Your digital marketing efforts should be creating a funnel for patient communication, retention and education to bring them back in the door.

THE WORLD OF MARKETING IS CONSTANTLY CHANGING. When I first started out, “marketing” meant that we had an ad running in the giant yellow phone books that got delivered to people’s houses. Having a black-and-white image in there was extra fancy and special at that time.

In today’s chiropractic environment there are way more possibilities. There are so many outlets out there now that it can be overwhelming, and the content you put out there is most important. The same message doesn't always work across the board for every outlet.

A key clarifying point is that “marketing” does not just mean you are trying to attract new patients. This also means you are staying in contact with your existing practice members.

Education and retention

Frequent contact and education are also forms of marketing. We know that frequently connecting with and educating your existing patients leads to higher retention and is also a great way to reach inactive patients while generating more referrals and just staying top-of-mind with your patients.
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FANTASTIC OPPORTUNITIES FOR EQUIPMENT DEALERS... CALL US
From here on out, when I talk marketing, I do not mean just for new patients. Retention is key to a successful practice, and marketing to your existing clients will help that.

So, you’re ready to take on the world of digital marketing. The first thing you need to do is make sure you are clear on your message. What is it you are offering? I don’t mean any sort of promo or deal, but is your message about overall health and wellness? Getting people out of pain? Posture? What is it you are selling? I like to refer to this as being clear on what your product is.

Once you are clear on the message you want to get across, here are a few content tips:

- Deliver something of value. This can be health tips or stretches or a quick explanation of how the nervous system works. Delivering content that people can learn from not only gives you credibility, but keeps your audience engaged.

- Be consistent with social media. Post frequently.

- Always have a call-to-action.

- Don’t be afraid to stand out. We are advertised to nonstop from the moment we wake up until the moment we go to bed. Having something catchy (with the ability to make people stop scrolling on their phones) will help set you apart from the rest.

- Don’t be afraid to brag about your successes. Tell the stories of wins people have had in your office. Chances are that if the person seeing this marketing material wouldn’t benefit from the results you achieve, they know someone who will.

- Focus on what’s in it for the person, not you.

Let’s discuss some marketing outlets you can use:

**Email**

Your email list is a very powerful tool. Even though our inboxes are way too clogged, it’s still one of the most powerful resources you can use for marketing. You don’t have an email list? Well, you better start building one.

Frequent contact is crucial to the success of your existing practice members staying under care. I use email campaigns to consistently and automatically educate them over time. I even assign them a birthday campaign so that every year they automatically hear from me on their birthday. That way, any who may have fallen through the cracks will hear from me.

We also send them newsletters from time to time just so should they be ready to come back to us one day, we are the first office they think of.

For prospective clients, email is a great tool to use to continue communication and education. If we’re at a screening event and they don’t sign up for a new patient appointment, we add them to a specific group and continue to invite them into the office. They will also start receiving the newsletter emails for when they are ready.

If you host educational events or webinars, your email list is absolutely one of your top ways to promote it to both existing patients and prospective patients. Think of them as “warm leads” to your event. They already showed interest, so they are more likely to attend and better yet, bring friends. This brings us to our next topic...

**Online events (webinars)**

You may think this is something just for software companies to host — but it most definitely is not. Especially with COVID shutting down a lot of in-person events in the past year, webinars are a great, low-overhead way to reach and educate your community.

The best part of webinars is that people who may have been skeptical and hesitant to go in person to an event are more comfortable with the low-stress environment of watching it from the comfort of their own home. It also allows more flexibility in scheduling. Educate on your topic (again, be clear on the messaging) and have an easy and valuable call-to-action delivered with hope to the prospective clients.

Be sure to encourage your current list of people to share the event with their friends and family. Post and promote this on your social media.

**Social media**

Love it or hate it, social media is the way of the world now and is a great way to reach an audience you may not have met before. There are countless ways to use this and I am self-admittedly not a social media expert. But that’s what makes these tips easy for anyone to implement.

In my office we would run wellness scores on patients that produce letter grades. At re-exam time, we re-run them and give feedback on the progress they’re making. I would not only post a HIPAA-compliant version of these comparison reports showing the progress someone has made, but I would also tell a story about that person.

Example: “This is a 35-year-old who came in with complaints of XYZ.” This makes it so others who may be experiencing the
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Dr. Erica Witter-Davis
Past Olympian, Doctor of Chiropractic, Star of F4CP Olympic Commercial
same thing can see the results we get in our office. It also keeps existing patients motivated to see that others have done it; they can too.

You can do the same thing also using before-and-after X-rays, posture pictures or any other tool that visually demonstrates an improvement in the patient. I’m also a fan of doing quick videos with tips and announcements. It just keeps people engaged. Today, pages that do this successfully have followers in the tens of thousands. This establishes them as someone that is credible and will definitely keep their offices busy.

Prospective patients get a taste of the environment in your office and can see more personality behind just a name. They get to see the community you have built and the results you get. For your existing patients, it helps that top-of-mind awareness and also builds a sense of community.

**Digital media in the office**

When your patients are in the office, you have a golden opportunity to use digital messages to educate and market. And the cost to do this is crazy-affordable compared to years ago.

When I first went into practice in 1994 there was a company selling digital marketing with TVs for over $24,000. Now there are companies providing similar services for small monthly costs. All you have to do is just buy the TVs and network them all to the service. Simple and low-cost.

We’ve had TVs all over the office playing educational content. We even had one in the restroom. I’m pretty sure it got read the most as it was routine for patients to ask about what they learned on the TV when returning from the restroom.

This only scratches the surface regarding the number of things you can do when it comes to marketing. Get all of your team members involved. We all possess different skills, talents and perspectives, so if you have a team member who is full of personality and loves the camera, then make the best use of their talents. If you have someone who would rather contribute content and ideas behind the scenes, that’s wonderful too.

Promoting the practice, educating your community, and marketing your brand is a team effort that needs to be executed in a thoughtful and strategic way. Sit down, make a plan and do it with joy.

**MILES BODZIN, DC,** is the founder and CEO of Cash Practice Systems, “Chiropractic’s #1 Technology Platform for Creating Loyal Patients.” He can be contacted at drbodzin@cashpractice.com or 877-343-8950 x200.
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Cosmetic body sculpting and weight loss, formerly for medical specialists, continues to rise in popularity

BY GARY HUDDLESTON, DC, AND ROB HANPOLE, DC
TIME TO READ: 13-15 MIN.

THE TAKEAWAY
A fast-growing and lucrative area in the cosmetic realm, body sculpting and fat reduction bring in hundreds or close to $1,000 for a 30-minute session and are fully staff-driven after consultation, exam and report of findings.

AS CHIROPRACTORS, WE HAVE ALWAYS LOOKED TO THE SPINAL ADJUSTMENT AS OUR MAIN FOCUS OF INCOME, and it’s been that way for over 120 years. However, as time progressed and so did the profession, everyone has looked at additional ways to not only add a viable and excellent service for our patients, but to add a substantial income source from that addition without costing a fortune or needing an expansive clinic addition or staff.

Many have added spinal decompression, which is a fantastic therapy. Class IV laser has proven to be a major player and probably the fastest-growing modality on the market today as far as results and the ability to grow your income.

There have also been various weight-loss programs introduced, ranging from diet and nutrition to various machines using LEDs or at times low-powered Class III lasers. It appears that all of these services can produce extra income and patients for your practice. However, there are two new clinical treatments chiropractors can add that are inexpensive, produce excellent results, and the fee per service is extraordinary.

Aesthetic cellulite reduction
These new therapies break into a field that very few of us have gone into, and that is aesthetic cellulite reduction, fat reduction and body sculpting, treatments that have been reserved for medical specialists.

Currently, body sculpting and cellulite removal and reduction is basically offered only by high-end medical spas, plastic surgeons and MDs. They charge anywhere from $200-$800 per 30-minute session and it is a fully staff-driven service.
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after consultation, exam and report of findings, which includes areas to be treated and number of sessions needed.

This is an exploding area in the cosmetic realm and patients will pay your fee for excellent service and excellent results. The interest in body sculpting, fat loss and cellulite reduction and removal is amazing.

There are various modes and machines to do body sculpting fat loss and cellulite reduction and removal, and these range from laser in both Class III and Class IV ranges to potions and pills to EMS. It should be noted that some of these work much better than others, while some therapies do nothing more than waste time and money.

Addressing cellulite
Cellulite is a unique tissue and has to be addressed as such. As we age, the stretchy or elastic properties of the skin are reduced. When you combine this with a decrease in the production of collagen, you have the formula to start cellulite production.

As internal collagen drops, these fibers loosen up and the underlying matrix begins to droop or sag. This matrix allows the outer skin to in turn droop or sag to match the internal changes going on.

Cellulite happens when fat cells that are, or have become enlarged, become fixated underneath the skin. The physiological occurrence produces a snowball effect that causes a visual change in the skin, that being dimpling, bumping or the “cottage cheese” visual. Also as we age, the skin does as well, and takes on a thinning appearance as these morphed fat cells and resulting cells clump, thus resulting in more lumps and bumps and the “cottage cheese” or “orange peel” that can be both seen and felt through the natural skin thinning process.

Cellulite is non-racial and can form on any sex, with women being affected more due to the production of estrogen. Women also usually have a higher natural percentage of body fat and hormonal changes that men do not have.

The 3 phases of cellulite development
Many don’t realize, but there are three distinct phases of cellulite development:

1. Stage One — Cellulite dimpling is noticeable when squeezing the involved tissue. There could be pockets of fluid with toxins stored in the adipose tissue, but these adipose or fat clusters have not been pushed up into the connective tissues yet.

2. Stage Two — A much more prominent visualization of dimpling/bumping is noticed when standing or lying down and does not need the “squeeze test” to be seen. The toxins in these cells are acidic, which makes them draw more water into the tissues, which could cause neuritis.

3. Stage Three — This is the final and more aggressive stage of cellulite formation. It is here where the cellulite tissues can begin to harden and take on a more firm shape. It is this stage where the cellulite can be tenderer and sensitive due to the congestion of fluids and toxins in the tissue. It is this stage that needs an aggressive treatment regimen.

As discussed previously, there are many methods in the field that supposedly combat the cellulite problem. First, cellulite is difficult to address due to its makeup. Cellulite rubs, lotions and creams simply do not have the penetration power to address the fat cell-clumping and loss of collagen.

These are superficial types of treatment and if anything, may cause a bit of smoothing of the skin due to rehydration, but do little to address the core problem. There have been various lasers and LED machines and some of these are very good, but also could be very expensive. As a manufacturer of high-quality Class IV therapy lasers, I have learned that for laser or LEDs to be effective, and also from scientific published fact, that the emission needs to be as close to the skin as possible to avoid scatter radiation.

LEDs or lasers that are 10-12 inches away from the skin and of very low power could be questioned on their efficiency due to the reasons already mentioned. Plus, any cellulite therapy treatment needs to be strong enough to affect the cells in question and cause not only cellular reconstruction but increase collagen production as well. Liposuction as well as cryotherapy have been proven successful, but these methods can be painful, cause health issues, and are considered an invasive procedure that only certain professionals can perform.

Acoustic wave
Currently, most medical doctors, high-end health spas, and plastic surgeons are using a scientific- and clinical-study-approved therapy that many of us may be familiar with, and that is acoustic wave or AW. The reasons for this are, again, that acoustic wave is relatively inexpensive to purchase, can be
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As internal collagen drops, these fibers loosen up and the underlying matrix begins to droop or sag.

staff-driven, is non-invasive and has been shown to continually get excellent results while producing huge income returns.

However, before you jump into the body sculpting, fat loss and cellulite removal and reduction arena with the acoustic wave or lipo laser you have in the clinic for your patients to treat frozen shoulder or similar conditions, you must realize that not all AW and lipo machines are the same.

**Purchasing a machine and turnkey package**

It is very easy to go on eBay or Amazon and find an acoustic wave machine from a dozen or more manufacturers from across the globe. Many of these are extremely affordable and offer all forms of treatment and some even for cellulite. However, the buyer needs to be extremely cautious when purchasing these machines.

First of all, is the unit FDA listed or registered? Many of these machines have no clearances whatsoever from anyone or any agency. Secondly, many of these AW devices are generic and many of the treatments are shotgun in nature, meaning most treatments are not specific to the problem and cellulite treatment — muscle contouring and body shaping take exact treatment protocols to be effective.

The third reason is customer service. Many of these machines literally have no customer service, repair, or even contact with the manufacturers if you have questions or concerns. Finally, just what exactly are you buying? In order to be successful, you must have, as mentioned, an excellent-quality acoustic wave or lipo machine that is actually dedicated to the treatment of cellulite reduction and removal, fat loss and the associated treatments needed to go with it.

Of course, good customer service is a must, and finally you also must secure a very strong presence behind you to help with marketing, advertising, clinic forms and clinical expertise. In other words, you need a turnkey package that can get you up and running, treating patients, and making a sizable return on investment quickly.

**Targeting tissues**

A good and proper acoustic wave machine will actually cause miniscule or micro tears in the targeted tissues as well as attacking fatty deposits and cells. This continued cycle of micro tears stimulates the body to increase its production of collagen, which is actually a part of the healing process.

When collagen production is increased, it helps to heal injured tissue. When these tendons and connective matrixes start to heal, they are replaced and/or rejuvenated with a stronger framework. This in turn causes smoother skin, a noticeable reduction in cellulite and even at times total elimination.

The second phase in your clinic that goes hand-in-hand with cellulite treatment is aesthetic body shaping and fat removal, which can be professionally addressed with the correct powered lasers that cause lipolysis. Some machines such as radio frequency or fat freezing actually kill and destroy the fat cells, which often takes a long period of time to see results and can cause cavities or voids where the fat died and was removed.

Laser lipolysis causes a rupture in fatty cellular membranes, which in turn allows the contents to escape and be absorbed by the lymphatic system. Results are often seen immediately and there is no pain or downtime. Some weight-loss machines use LEDs, which can be effective but need to be close to the skin to avoid scatter. Just perform due diligence to see which system is the right one for you.

**High return on investment**

Acoustic wave therapy and dedicated lipo laser fat removal are exciting and profitable new treatment ventures that can be added to any existing practice with the right equipment, training and company behind you.

These are two treatment procedures that have only been done by top-tier medical professionals who demand very high fees and now can be introduced to our profession as well. Most chiropractors have never thought about branching off into the aesthetic cosmetic field, but these treatments produce some of the highest returns on investment of anything you can do in your clinic. Just do it the right and correct way.

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ROB HANPOLE, DC, is a successful chiropractor and lecturer and is the owner and CEO of The Laser Masters. He can be contacted through thelasermasters.com or at 954-296-8473.
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PERFORMING RESEARCH IN THE SMALL OFFICE

A step-by-step guide for documenting and submitting your most interesting cases

BY ALAN COOK, DC
TIME TO READ: 7-8 MIN.

THE TAKEAWAY
Research doesn't just happen in large practices backed by corporations. Small-practice research is beneficial to DCs and the industry as a whole.

“Research means that you don’t know, but are willing to find out.”
— Charles Kettering

CHIROPRACTIC RESEARCH HAS GIVEN THE PROFESSION LEGITIMACY. It has opened the door to inclusion in various insurance programs, hospitals, military health care and sports medicine. Research also allows the profession to acquire grants to perform more research.

For example, a randomized controlled trial on low-back pain was published in the British Medical Journal in 1990.1 This trial was large (741 subjects), where outcomes of two years were reported. The group under chiropractic care improved with significant advantage over the group treated by physical therapists.

Due to substantially better outcomes in the chiropractic-treated group, the British government included chiropractic in the national health system. There is a link between research and practice.

It’s easy for someone in practice to feel disconnected from the world of research. But incorporating research into your practice can yield you and the profession tangible benefits.

Research isn’t a single entity. There are several variations of research designs, and some will be applicable to your practice.

Here are the various categories of research design, with randomized controlled trial (RCT) having the most status and descending to the study designs of the least status.

As top-of-pyramid research designs require significant infrastructure (institution review board, statistician and large patient numbers), the RCT, cohort study and case control study are impractical for small practices.

Levels of Evidence

[Diagram showing Levels of Evidence, from top to bottom: Randomized Controlled Trial, Cohort Study, Case Control, Case Series, Case Report, Animal Research, Text Tube Study]
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— Dr. Kat, PhD Biochemistry, Functional Medicine Practitioner

“I wanted a way to give people meal plans, have some coaching and accountability, order supplements, and be able to offer a discount if I wanted to. Well World met all those needs. It was one of the first things we implemented.”
— Dr. Brandy, Chiropractor
Case report and presentation
During every chiropractic seminar that I've attended I have heard at least one doctor relate an anecdote. A patient came in with XYZ, he/she was adjusted this or that way, which then had an excellent outcome. Sound familiar?

The difference between an anecdote and a case report is the level of detail. An anecdote is often told in a manner similar to a SOAP note:

**Subjective:** Patient came in with XXX.
**Objective:** On examination, I found XXX.
**Assessment/Action:** I did XXX.
**Plan/Outcome/Prognosis:** The result was XXX.

A case report follows a similar format; however, the details are greatly expanded. For example, for the subjective, you begin with: “A well-conditioned 41-year-old white female with the chief complaint of headaches was seen.”

Descriptors as to the onset, duration, frequency, and quality and locations of pain are stated. Headaches are provoked by XXX and relieved with YYY. All of the pertinent positives and negatives elicited during the patient intake are reported.

A similar detailed discussion of the examination findings is described in the objective section. This includes your observations (e.g. gait, posture, pain behavior), physical examination findings, imaging and laboratory. These results may have taken place over days or weeks, therefore the chronology should be reported.

Case reports can help to identify new clinical issues and lead to development of hypotheses.

The composite of the subjective and objective should be drawn together to express your hypothesis or working diagnosis. You might also state why other possible diagnoses were ruled out or considered improbable.

Tell the story
The case report is a story, an in-depth discussion of a particular situation rather than a sweeping statistical survey. It reflects the way in which doctors in the field practice — one patient at a time.

Continuing to build your case report, you would then describe the chosen treatment or treatments in detail. This can be aided with photographs as long as the patient’s identity is protected. Rather than saying, “I adjusted C2,” describe the technique (how often, for how many visits, the response, measurements of improvement, effect on activities of daily living if applicable). Or, if this was an athlete, how did their performance change pre- vs. post-treatments, and were there any other factors that may have influenced this?

Details about how the patient responded after the initial treatments must be stated. Ideally, follow-up after weeks or months should also be described with objective findings as well as the patient’s reported subjective changes.

Once the story is complete, a case report often includes a review of the relevant literature, other studies and cases discussing headaches. This need not be a complete literature review. These are some common sites used for internet searches: Grateful Med, Medscape, PubMed, Google Scholar.

The last section of the report is often called discussion. Here is where you summarize your reported case and editorialize about some aspect of the subject: the incidence, impacts, medical treatments, and/or a discussion of how you believe the treatment rendered was effective. There are no hard-and-fast rules here other than making the distinction between your hypotheses and what is known as per other studies.

Case reports can help identify new clinical issues and lead to development of hypotheses. However, they are normally regarded as low-level evidence as the observations may be subject to bias. But don’t underestimate the value of the case report. If you observe a new way to diagnose or treat a given patient or condition and other case reports are written citing similar findings, the composite of evidence may prompt a more in-depth research trial.

This type of study, the case report, is perfectly matched to the small chiropractic practice. After collecting your information — data, photographs, lab reports, etc. — and writing your paper, it should be edited and formatted. Each of the journals has authors’ guidelines.

**Authors’ guidelines**
These are found on the journal’s website under headings such as submissions, authors’ guidelines or writers’ guidelines. The guidelines for case reports differ from randomized control trials. The journal will state their preferred font, the format for photos and graphs, as well as the footnotes and the body of the paper.

Research isn’t a single entity. There are several variations of research designs, and some will be applicable to your practice.
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As long as you follow the instructions, your paper will pass through the initial phase of the review. Ignoring the journals’ stated preferences often invites a rejection and avoidable frustrations. If this is your first manuscript, there is a good source of how to write a case report plus, consider having it edited by someone from the chiropractic school you attended. If they make minor edits, include their name in the acknowledgements. However, if major edits are needed, you should invite them to become the secondary or tertiary author. Also, it’s always a good idea to get written permission from the patient while assuring them that their identity will be protected.

Once accomplished, you are ready to submit your manuscript in the journal’s preferred manner. A few more clicks on the computer and you are on your way to being published.

### Submission and the journal review process

As the journal receives your manuscript, it is prepared for their editorial board, where it will be sent to two or three reviewers. The reviewers receive the paper but are not told the identity of the author. They make their comments and recommend either: reject, accept as-is, or accept pending revision. The last category is the most common. This process will take 4-12 weeks.

The revisions may include specific comments for greater detail or questions about other case reports on this topic. If you disagree with the requested revisions, submit your rebuttal in a respectful and thorough cover letter.

Once the revisions are made, your second submission will be reviewed. The second review typically takes less time than the initial review. It’s possible that an additional revision will be asked for, but it is just as likely that the first revision will lead to acceptance. If the reviewers recommend to accept, they will inform the editor who, in turn, will inform you of the acceptance.

Actual publication may be months following the date of acceptance. The editor will tell you the planned date and send you an agreement about signing over the copyright to the journal. Yes, you give up your rights. The process is the same whether the journal is in print or online.

### Keep the case report in mind

The next time a patient enters your office with a long-standing chronic condition that you believe can be helped by your treatment, think case report. Be sure to take a thorough history and document. The same is true for your objective findings and treatments; and use a measurement system applicable to the patient’s condition (e.g. Oswestry, visual analog pain scale). The most important step is to begin.

ALAN COOK, DC, has been in practice since 1989. He ran the Osteoporosis Diagnostic Center (1996-2019), participated in four clinical trials, and lectured nationally. He is currently working with the Open Door Clinic system in a multi-disciplinary setting and is providing video-based continuing education with EasyWebCE.com.

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TECH TALK

HAS THE COVID-19 PANDEMIC TAKEN THE BREATH OUT OF YOUR CLINIC?

If your monthly revenue is wheezing and shrinking, and you need to perk up your practice, get your regular patients back in the door and put new patients on your schedule, then consider introducing NIR (near-infrared/red light) therapy to your treatment menu. NIR therapy offers a multitude of benefits that are worth serious consideration.

In terms of cost, there is no better healing modality for dependable pain relief that can spark new life into your practice for a minimal investment (often less than $1,500 for multiple pads and an external controller) and allow you to rapidly see a return on your investment, than NIR therapy. Adding NIR therapy will bring many benefits to your patients, your practice and your clinic’s bottom line.

NEAR-INFRARED/RED LIGHT THERAPY’S PATIENT BENEFITS AND FAST ROI

NIR therapy’s proven pain relief a boon to practices and patients

BY ROB BERMAN, MBA

TIME TO READ: 13-15 MIN.

THE TAKEAWAY

NIR (near-infrared/red light) therapy as a treatment option pre- or post-adjustment can add to your practice as an additional healing modality or a stand-alone therapy as an additional income stream with little staff effort.

HAS THE COVID-19 PANDEMIC TAKEN THE BREATH OUT OF YOUR CLINIC?

If your monthly revenue is wheezing and shrinking, and you need to perk up your practice, get your regular patients back in the door and put new patients on your schedule, then consider introducing NIR (near-infrared/red light) therapy to your treatment menu. NIR therapy offers a multitude of benefits that are worth serious consideration. In terms of cost, there is no better healing modality for dependable pain relief that can spark new life into your practice for a minimal investment (often less than $1,500 for multiple pads and an external controller) and allow you to rapidly see a return on your investment, than NIR therapy. Adding NIR therapy will bring many benefits to your patients, your practice and your clinic’s bottom line.

NIR therapy and chiropractic

Because NIR therapy is non-invasive, safe and painless, it pairs extremely well with chiropractic. Both modalities offer drug-free healing and pain management. NIR therapy is also known as “photobiomodulation” (PBM), or “low-level laser (light) therapy” (LLLT). A November 2017 study concluded that “LLLT shows potential as an effective, noninvasive, safe and cost-efficient means to treat and prevent a variety of acute and chronic musculoskeletal conditions.” NIR therapy systems are considered to be Class II medical devices, granted FDA clearance for relieving pain, increasing circulation, relaxing muscles, relieving muscle spasms, and relieving the aches and stiffness caused by arthritis.
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## Software Speed

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NIR therapy patient benefits
With its ability to quickly and effectively reduce pain and increase circulation, NIR therapy is a valuable healing modality. Here are some benefits NIR therapy will offer your patients:

1. **Safety:** NIR therapy can be utilized without any concern about harmful side effects. A 2017 study by Michael R. Hamblin, PhD, a light therapy pioneer, concluded that “PBM has an almost complete lack of reported adverse effects.”

2. **Painless:** NIR therapy pads emit photons of light at specific frequencies. Patients describe their NIR therapy session as gentle, soothing, relaxing and comforting.

3. **Effective Pain Relief:** A 2015 meta-analysis concluded that “…LLLT is an effective treatment modality to reduce pain in adult patients with musculoskeletal disorders.” And in a previous 2015 study, Hamblin and his co-authors determined that NIR therapy can effectively treat all causes of musculoskeletal pain, concluding that “LLLT is beneficial for pain relief and can accelerate the body’s ability to heal itself.” It has been found that pain drastically decreases or disappears for up to several hours after NIR therapy concludes.

4. **Fast Pain Relief:** In that same 2015 study, Hamblin and his co-authors determined that NIR therapy generates a rapid decrease in pain, stating, “Fast acting pain relief occurs within minutes of application…”

5. **Stimulation of Natural Healing:** In a nutshell, the photons of light released during NIR therapy induce cascades of beneficial biochemical processes within the cells, similar to how photosynthesis operates in plants. “Radiation of tissue with light causes an increase in mitochondrial products such as ATP, NADH, protein, and RNA…” Nitric oxide is also released, allowing increased circulation, so that blood rich in oxygen and nutrients can flow more freely into the local area, reducing pain and supporting the body’s natural healing processes. “This vasodilation increases the availability of oxygen to treated cells, and also allows for greater traffic of immune cells into tissue. These two effects contribute to accelerated healing.” It has been found that “…low doses of light have demonstrated the ability to heal skin, nerves, tendons, cartilage and bones.”

6. **Multiple Issues Treated Simultaneously:** NIR therapy allows treatment of two or more problem areas simultaneously by using multiple pads, so that a patient can have several issues treated at once during a single session. Using a controller that can operate from three NIR therapy pads at once will provide an extensive treatment session for your patient. Furthermore, a six-port controller can be shared between two patients.

NIR therapy practice benefits
NIR therapy is surprisingly easy to administer and integrate, and provides many benefits to your practice:

1. **Generate Positive Buzz:** Adding NIR therapy to your practice, because of its relaxing and “feel good” qualities, is bound to generate some positive interest and excitement among your patients.

2. **Easy to Administer:** NIR therapy can be administered on the therapy table, or the patient can sit in a chair. Pads are placed on the body where needed, the system is turned on, a setting may be selected and the pads proceed to do...
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their work. Controllers stop automatically and signal the end of the therapy session.

3. **Use Pre- or Post-Adjustment:** NIR therapy can be offered as an add-on before or after chiropractic care for an extra fee. With pre-adjustment, infrared light penetration will increase circulation and help loosen up muscular tension. This may allow easier adjustments, plus aid pain relief. With post-adjustment, infrared light penetration may help the patient reach a deeper level of relaxation that may help the adjustment(s) to hold for a longer period. Also, pain, stiffness or soreness still lingering after the adjustment(s) may be relieved.

4. **Stand-alone Treatment:** Patients with acute and chronic pain who enjoy NIR therapy may desire to have stand-alone sessions, which can be offered at a higher price than add-on sessions. Of course, you can also sell them a home unit for cash.

5. **Unattended Therapy Sessions:** NIR therapy sessions usually last 20 minutes, during which time the patient may be left unattended once the pads are in place and the controller is operating — freeing you and your staff.

6. **Minimal Space Requirements:** NIR therapy pads and controllers can be kept on a small multi-shelf rolling cart or in a basket, allowing the system to be easily moved from patient to patient.

7. **Easy Maintenance:** NIR therapy pads can be kept clean and sanitary by placing them in new disposable plastic bags at the start of each therapy session.

8. **Pads Are Versatile:** NIR therapy pads are flexible enough to be very versatile, so the same pad can be used on different body areas to treat a range of patient issues. Pads come in several shapes and sizes for more effective treatment of different areas such as feet, neck or back.

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9. **Enter Niche Markets:** NIR therapy may pave new pathways for your practice by allowing entrance into profitable niche markets for potential patients looking for help with peripheral neuropathy, arthritis, joints such as knees, carpal tunnel syndrome, plantar fasciitis, fibromyalgia or sports injuries.

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NIR therapy benefits your bottom line
Introducing NIR therapy into your clinic has the potential to not only generate fast return on investment (ROI), but also new income streams:

Affordable with Fast ROI: Compared to most other types of professional medical-grade equipment, NIR therapy systems are surprisingly affordable. They also offer a very fast ROI. If patients are charged an additional $30 for a 20-minute NIR therapy session (a conservative price) as an add-on to their usual treatment, then, depending upon the number of patients receiving NIR therapy, a new NIR therapy system could potentially pay for itself very quickly. See the chart below.

Potential Annual Revenue: If made a regular part of your patients’ treatment programs, NIR therapy can generate a dependable and sizeable income stream, not to mention better results for your patients. The chart gives an idea of the type of annual revenue NIR therapy can potentially generate for your practice. The chart shows 48 weeks to allow for your vacation time.

Sell Treatment Packages: Patients with painful chronic conditions may desire to come in for regular stand-alone NIR therapy sessions in addition to chiropractic, especially if treatment packages were available at a discounted price. Seniors on fixed incomes may especially find treatment packages appealing. Since NIR therapy can treat several problem areas simultaneously with multiple pads, pricing can be determined by both the number of treatments scheduled, as well as the number of pads utilized per treatment. Packages are frequently sold in multiples of five or 10. Consider that a 10-treatment package at $40 results in $400 of revenue.

Sell NIR Therapy Systems to Patients: Another income benefit of NIR therapy is the ability for chiropractors to sell therapy systems directly to patients. Most manufacturers allow health practitioners to purchase systems at wholesale, then profit by reselling them to patients. Patients with acute or chronic conditions that require more frequent therapy may desire to have a system at home for use between office visits. Also, programs can be developed for specific conditions such as chronic back pain, arthritis, or peripheral neuropathy that are based on the patient buying their own NIR therapy system in order to self-administer daily treatment at home, in addition to regular office visits. Selling systems will provide your clinic an additional lucrative revenue stream.

Distinguish your practice from the competition
With all the benefits NIR therapy offers your patients, especially rapid and effective pain relief, and with all the benefits NIR therapy offers your clinic — fast ROI, add-on pricing, the ability to enter niche markets and to sell systems, not to mention the fact that adding NIR therapy to your treatment menu will distinguish your practice from the competition — there is very little reason not to introduce NIR therapy into your clinic.

You can start out with only a few NIR therapy pads and a controller for a modest purchase price that will make a big difference in the well-being of your patients, your practice and your clinic’s revenue stream.

ROB Berman, MBA, is a partner at Energia Medical LLC, a national distributor of light therapy pads and controllers. He helps health care providers improve patient outcomes while increasing provider income. He has held a variety of sales and marketing roles during his career, including building and managing a marketing department, directing product development, product management for multiple organizations, and serving as a general manager for a variety of business units. He can be contacted by phone at 860-707-4220, at rob@energiamedical.com or by visiting energiamedical.com.

References can be found online at chiroeco.com

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IMPROVING CELL MEMBRANE HEALTH AND PHASE ANGLE – PART III
Nutrition and modalities for healing patients suffering from toxicity

BY JEFFREY TUCKER, DC
TIME TO READ: 7-9 MIN.

THE TAKEAWAY
Phase angle will rise when you’re healthy and fall when you’re ill, and for many doctors the phase angle can give the “true age” of a patient. It measures distribution of water in cells and provides additional windows into nutritional deficiencies and the ability to fight off toxins and disease.

This is the last of a three-part series on Bioelectrical Impedance Analysis (BIA) and the importance of the phase angle, including supplementation and modalities for improving patient cell membrane fluidity.

CAN A PATIENT SUPPLEMENT TO IMPROVE cell membrane health and phase angle? If a patient does not eat eggs, liver or bone marrow, and struggles to get enough fresh fruits and vegetables due to lifestyle, job, etc., a foundational supplementation program should be utilized.

I have several options for my patients to choose from in my office.

Starting out
Here’s the beginner’s program:

• Get a phase angle test performed
• Eat from a choline-rich food list
• Start a daily walking program (especially after meals)

Do this for four weeks while also fortifying the cell membranes and supporting the whole cell and mitochondria with DHA, micro-minerals, B-100 complex, vitamin C and plenty of hydration. Retest the phase angle in four weeks. If that doesn’t work, put the patient on charcoal filters for 2-3 weeks, then retest the BIA. If the nitric oxide test results show the patient is depleted or low, I have them supplement with a pill or powder drink that contains nitric oxide-rich foods (arugula, celery, beets, spinach, etc.). If the zinc taste test is low, supplement with zinc, magnesium, copper and manganese (over a few weeks repeat the phase angle test).

Extra supplementation
Some patients may need extra supplementation too, in the form of:

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L-carnitine may help energy levels for athletes and regular patients by helping to transport fatty triglycerides to the mitochondria to be burned as fuel.

**CoQ10, PQQ, Creatine** — These are for mitochondrial function. Supplementing with creatine can help our body to make more use of ATP by recycling used ATP (ADP) back into a useable form — though this is likely of more interest to performance athletes.

**Fat-soluble antioxidants** — Like tocotrienols, vitamin C, CoQ10, and lipoic acid help protect cell membranes.

**Protein/BCAAs** — Support brain-derived neurotrophic factor (BDNF).

**Vitamin D** — Protective of so much, especially the immune system and nerves.

**Probiotics** — Support the gut-brain connection.

**N-acetylcysteine** supports glutathione, which is capable of preventing damage to important cellular components caused by free radicals, peroxides, lipid peroxides and heavy metals.

Most patients with a higher percentage of extracellular water than intracellular water are toxic (i.e. mold, virus, other toxic conditions).

Properly energized cell membranes help protect cells from toxins or other foreign substances.
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Supporting mitochondrial function
Mitochondria and cell membranes are exquisitely sensitive to electrical changes inside the cell, and when exposed to a toxin or an infectious agent, there is a drop in the cell millivoltage, and the mitochondria usually react by shutting down the cell membranes so that the infecting organism can’t do anything with it. It’s an intentional shutting down.

Most patients with a higher percentage of extracellular water than intracellular water are toxic (i.e. mold, virus, other toxic conditions). They may not methylate very well because the mitochondria signal the cells to stop methylating.

For example, a virus can’t replicate unless it hijacks your methylation chemistry. So what do we do? We shut it down so that the virus can’t do what it wants to do — get in the cell and take it over. My experience is many patients with mitochondrial dysfunction (post-COVID-19 patients, CFS, FMS, etc.) will appreciate low-dose photobiomodulation laser therapy and Peripheral Electro Magnetic Frequency therapy (PEMF).

Specific modalities can improve phase angle
I have had the experience of asking patients to not change anything in their diet or lifestyle while I do a course of treatment performing laser only, or acoustic pulse wave therapy only, or PEMF therapy only, or lymphatic therapy only, or microcurrent therapy only.

Each one of these therapies can improve phase angle. I’m also very excited by my personal results from the use of blood flow restriction (BFR) devices. Without any other changes in my diet or workout, just using the BFR device during 20 minutes of my usual 45-minute workout time, I improved my phase angle by 0.8% and I gained five pounds of lean body mass within 45 days.

I really like laser, pulse wave therapy and PEMF to influence and boost or maintain the proper ATP pathways and electrical charges on the surface of cell membranes as well as support the cells’ structural integrity. Properly energized cell membranes help protect cells from toxins or other foreign substances. At the same time, the transport systems of nutrition into the cell and waste products out of the cell are supported by photobiomodulation laser and PEMF.

In a properly charged and nourished state, via energy, hydration and dietary intake, cell membranes retain the electrical charges of calcium, magnesium and potassium ions.

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In a properly charged and nourished state, via energy, hydration and dietary intake, cell membranes retain the electrical charges of calcium, magnesium and potassium ions. From a cell’s point of view, this is like having a charged car battery. The modalities I'm using are highly attracted to the phospholipid-rich structure of nerve membranes (like the myelin sheathing); this helps boost nerve cell integrity and support the energy needed for normal electrical nerve conduction (phase angle readings). Improving nerve transmission and blood vessel health are treatment priorities to me.

We have learned that too much stress and various forms of wear and tear take their toll on blood vessels and nerves. However, we are also learning that short bouts of stress through PEMF, cold showers, oxygen changes, high-intensity exercise bouts, fasting, etc. can all positively influence the body's cell membranes and be monitored by the phase angle.

If you can help patients improve cell membrane health and create durable mitochondria, you can help them build strong blood vessels so it is difficult for viruses, bacteria, toxins, mold and chemicals to create disease.

JEFFREY TUCKER, DC, is the current president of the ACA Rehab Council. He practices in Los Angeles, Calif., and can be reached at DrJeffreyTucker.com.
LAST NOVEMBER, Jason Young, DC, of Corvallis, Ore., the at-large director of the National Board of Chiropractic Examiners, wrote in the Facebook group The Forward Thinking Chiropractic Alliance, “Louis Sportelli sent me a book this weekend. Holy crap ... did anybody know about how the Church of Scientology saved chiropractic? It’s mind-blowing, weird, and hilarious.”

Young gave an apt abstract of the book, “Contain and Eliminate: The American Medical Association’s Conspiracy to Destroy Chiropractic” with Louis Sportelli.

Sportelli, a prominent chiropractor, commissioned the book almost three years ago. The goal was to record what happened in the ramp-up to and in the Wilk trial before it was forgotten and all the participants died. I interviewed 100 people for the book, including Chester Wilk, DC, who started the suit and attorney George McAndrews, son of a chiropractor who saw his dad persecuted in the 1930s-50s by local MDs who called him a quack. He eventually settled the score by winning a 14-year antitrust suit on behalf of the DCs against the AMA and the rest of organized medicine.

20 years in the making
The book had been Sportelli’s pet project for 20 years, but he couldn’t seem to get it done. Why did Sportelli turn to me to tell the story?

I am a Chicago-based medical journalist. I used to work for the AMA’s now-defunct newspaper, American Medical News. I first learned of Wilk et al. v. AMA et al. in December 1980. By chance, I was assigned to cover the Wilk trial on a cold December day 40 years ago when the rest of the newspaper’s staff was attending the AMA mid-year meeting in San Francisco.

I did straightforward reporting on the case, writing several stories a week for American Medical News. My boss and the AMA’s assistant general counsel put me on notice that the AMA’s top bosses were disappointed with my coverage and wanted to know when I was going to tell “our [the AMA] side” of the story.

I didn’t know then that McAndrews liked my fair and balanced reporting and shared my stories with interested parties, following the trial from afar. Wilk et al., due to an error in the federal judge’s jury instructions, lost the first round in the two-month trial that exposed the AMA Committee on
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Daniel Fluegel, DC
Dan Fluegel graduated with honors from the National College of Chiropractic in Chicago, Illinois. For 32 years, Vestal Chiropractic Center, a state-of-the-art facility in upstate New York, has been home to his practice. While Doctor Dan is a chiropractor by day, he is also a gifted musician by night.
Quackery’s campaign in the 1960s-70s to “contain and eliminate” chiropractic. McAndrews and his chiropractic clients won an appeal and eventually won in a trial in 1997. The U.S. Supreme Court declined in 1990 to accept an AMA appeal, so the judge’s decision carried the day.

**From AMA vs. DCs to AMA vs. Scientology**

I followed the Wilk case to the end when I left the AMA in 1981 to work as a medical reporter for the Chicago Sun-Times. Over the years I did a series of exposes on the AMA for the Sun-Times, including AMA ownership of tobacco stock, an AMA president and board member who owned a tobacco farm, and various other financial and ethical scandals that led to two AMA CEOs being fired.

In 1994, I co-authored with Tom Brune the book, “The Serpent on the Staff: The Unhealthy Politics of the AMA,” which included a chapter on the Wilk case. The book was a hit in DC circles, which is how Sportelli found out about me and tracked me down through George McAndrews to write “Contain and Eliminate” to preserve the record of what happened.


Instead, the AMA ran a letter to the editor in 1951 that criticized Scientology as a “cult.” The critic said of Scientology: “I am concerned about its growth and popular acceptance, and I fear that the world has had dumped on it a new therapy which will have the staying power of chiropractic, with as little scientific background to support it.”

“Cult” is a throwaway term used by MDs for groups they didn’t like or considered economic competition.

**Making Scientology’s ‘enemies list’**

Hubbard was furious and immediately put the AMA on its “enemies list” with a goal to get even. Eventually, the IRS, CIA,
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DOJ, and a long list of other organizations with three-letter synonyms also made the list, making them vulnerable to espionage, infiltration, break-ins, dirty tricks, bugging, propaganda, and everything else in the bag of tricks of the now-disbanded Guardian’s Office of the Church of Scientology.

And in 1975, at the same time that Wilk was trying to raise funds for a legal battle against the AMA, a character known as “Sore Throat” (a la Watergate’s “Deep Throat” leaking government documents to the Washington Post) appeared on the national stage claiming to be a former AMA physician staffer turned whistleblower who leaked documents on AMA wrongdoing to the press, government agencies, and ultimately to Wilk and other chiropractors. Wilk and Sportelli even had rare conversations with the so-called “Dr. Throat,” as he called himself (he was actually a Scientology operative).

This spy for L. Ron Hubbard tried to lead the chiropractors to file an antitrust suit based on the documents Scientology teams in 1972 and 1974-75 obtained after infiltrating the AMA executive offices in Chicago and Washington and burglarizing the offices of the AMA’s outside counsel.

**A helping hand to chiropractic**

“Contain and Eliminate” tracks the derring-do of Scientology operatives who were looking for the AMA plot against Scientology, but instead uncovered the plot to contain and eliminate chiropractic, which “Sore Throat & Co.” used to embarrass the AMA and rat the organization out to the IRS, the U.S. Postal Service and other agencies. The book reveals the identities of two “Sore Throats.”

Sometimes conspiracy theories, such as the conspiracy chiropractors long believed the AMA conducted against them, are true. The book also tells the story of McAndrews, a Chicago patent litigator, who risked all to get revenge on behalf of his father and his father’s profession against the AMA and organized medicine.

**HOWARD WOLINSKY** is a Chicago-based author and journalist. The Chicago Sun-Times nominated him twice for Pulitzer Prizes for articles exposing financial and ethical lapses on the part of the AMA’s leadership. He is an adjunct journalism professor at Northwestern University in Chicago. The new book can be preordered at ContainandEliminate.com.

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