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  - William E. Morgan, DC
    President of Parker University

- **Parker Seminars Tahoe**
  - November 5-6, 2021
  - Daymond John
    American businessman, investor, television personality (Shark Tank), author, and motivational speaker
  - David Perlmutter, MD
    Neurologist and five-time bestselling author

- **Parker Seminars Las Vegas**
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THE TOP TECH ISSUE

“Consumer data will be the biggest differentiator in the next 2-3 years. Whoever unlocks the reams of data and uses it strategically will win.”
— Angela Ahrendts, senior vice president of retail, Apple

Such a quote is evergreen, but carries more weight each year in the digital era. From EHRs to your website and digital marketing, the use (or under-use) of your patient data is telling in regard to your future prospects.

In this issue DC Jay Greenstein discusses in which direction data use is trending, not only for chiropractors but the industry as a whole, and the opportunities to leverage data to further help patients and to improve policy around chiropractic.

“So just think about this scenario,” Greenstein writes. “Every clinical, demographic and financial variable in your EHR can be exported to a data lake — a repository for data in its natural format. Then you tell a computer, programmed with AI, that you want to analyze the data to answer almost any question you want ... for instance, females with nonspecific low-back pain ages 45-55 — machine learning can do that.”

In this issue learn about your coming opportunities to join the Big Data revolution, along with strategies for outsourcing (not all of) your digital marketing, a new look at what actually counts as chiropractic marketing, when it’s time to upgrade your tech, a look at how virtual reality is playing a bigger part in the chiropractic classroom, and much more.

Chiropractic school enrollment and expansion

The COVID-19 pandemic and the closing of campuses hit schools across the U.S. hard in 2020-21, and chiropractic schools were no exception. But opposed to feared school closings, schools are announcing record admission numbers and campus expansions as eager students rush back to campuses hoping for the normal resumption of their journey toward a Doctor of Chiropractic degree.

New York Chiropractic College in June announced a name change to Northeast College of Health Sciences, “reflecting the collaborative, diverse, interprofessional education our college provides students,” said Northeast President Michael Mestan. The college also announced a strong spring 2021 doctor of chiropractic program enrollment with the largest incoming spring cohort since 2018.

Earlier in the year Logan University debuted its new health center, allowing Logan clinicians and student doctors to expand this patient-centered care for individuals of all ages and abilities in the St. Louis community. The University of Western States in April opened its “Connected Whole Health” interprofessional clinic, serving the local community while providing student interns with patient care opportunities.

In March, Palmer College of Chiropractic announced a record spring enrollment in Iowa, and near-record enrollment on its Florida and California campuses.

“Compared to the past two years, applications are up by 30% in fiscal year 2021,” Michael Norris, PhD, vice chancellor for admissions, told KWQC TV.

In July, before this issue went to print, Palmer’s Florida campus in Port Orange, neighboring Daytona Beach, announced that a new $12 million, 33,000 square-foot, two-story building will debut in October, housing four classrooms, new labs and faculty offices.

Chiropractic has emerged from COVID-19 as an “essential service” according to U.S. government health care officials, while bipartisan support in the U.S. House of Representatives grows for the Chiropractic Medicare Coverage Modernization Act (H.R. 2654) to expand chiropractic care coverage.

Enrollment growth in chiropractic schools could be the cherry on top of the sundae for the advancement of chiropractic services” according to U.S. government health care officials, while bipartisan support in the U.S. House of Representatives grows for the Chiropractic Medicare Coverage Modernization Act (H.R. 2654) to expand chiropractic care coverage.

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**Int. Chiropractic Assn. Philosophy Conference this Oct. in Minnesota**

The International Chiropractic Association’s Philosophy Conference, "Fortify," will be held on Oct. 8-9, 2021, in Minneapolis, Minn.

“Chiropractic has the incredible potential to impact millions of people looking for answers in a world full of uncertainty,” the ICA says. “At Fortify, the 2021 Annual Conference of the ICA Council on Chiropractic Philosophy, we will examine the application of chiropractic’s deep philosophy as we aim to create stronger chiropractors, practices and communities that are built to the expected and unexpected challenges of life and practice as a chiropractor.”

For more information, go to [ICAEvents.org/Fortify](https://icaevents.org/fortify).

**NDCA joins ACA State Affiliate Program**

The American Chiropractic Association (ACA) recently welcomed the North Dakota Chiropractic Association as its newest state affiliate. The ACA State Affiliate Program enables state chiropractic associations to collaborate more closely with ACA for the advancement of the profession. North Dakota is the 12th state to join.

Affiliate states, while maintaining their own governance, benefit by having a seat in the ACA House of Delegates, where their representative can vote and participate in shaping policy. They also have access to advocacy tools and resources.

Membership in the State Affiliate Program is available at no cost to any state chiropractic association that wishes to work collaboratively with ACA to advance the chiropractic profession.

For more information, go to [ChiroEco.com/aca-philo-2021](https://chiroeco.com/aca-philo-2021).

**BMI as a risk factor for diabetes varies throughout the world**

Of the 463 million diabetics worldwide, 79% live in low- and middle-income countries (LMICs). “Guidelines from the World Health Organization ... recommend screening individuals age 40 and older with a BMI of 25 kg/m² and above for diabetes," said Jennifer Manne-Goehler, MD, ScD, senior author of a diabetes study in The Lancet. “Our goal was to estimate the relationship between BMI and diabetes risk across many [LMICs] to help resource-strapped health systems devise ... screening programs.”

Manne-Goehler and investigators compiled data on 680,000+ people in LMICs, and found substantial regional differences in the association of BMI with diabetes risk.

For more information, go to [Manne-Goehler et al. 2021](https://www.thelancet.com/journals/lancet/article/PIIS0140-6736(21)00519-2/fulltext).

**4 tips for making videos even better**

If you’re like many chiropractors, you are making regular use of video to market your practice on social sites like Facebook and TikTok. You can improve your chances of spreading your message widely by implementing some advanced tips that will make your videos shine.

1. **Get users’ attention — quickly!**

   According to Facebook for Business (facebook.com/business), it’s essential that you snag people’s attention from the very beginning by making sure the first few seconds of your video are as exciting as possible. As people scroll through their feed, videos will auto-play (with the sound off), so you need to make the first few seconds compelling enough for them to stop and click. Facebook also recommends getting your brand message into those few seconds and to have a creative headline that captures attention.

2. **Speaking of having the sound off — make sure your video will make an impact visually,** because while users are scrolling they can’t hear the sound yet, unless they stop and click.

3. **Keep it simple.** What is the main message you want to convey with your video? Don’t try to burden one short video with too much information.

4. **Shoot with your phone.** In a blog post on their site, social media company Buffer (buffer.com) says that in their own experiments, they found videos shot in the square format (versus the “landscape,” wide-screen format) performed better in terms of views and engagement. People typically hold their phones upright instead of sideways, and square videos appear larger on the screen than landscape ones when the viewer’s phone is in that position. — Allison M. Payne

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Genes shape our gut bacteria, new research shows

Our gut microbiome — the ever-changing “rainforest” of bacteria living in our intestines — is primarily affected by our lifestyle, including what we eat or the medications we take, most studies show. However, a University of Notre Dame study has found a much greater genetic component at play than was once known.

In the study, published recently in Science, researchers discovered that most bacteria in the gut microbiome are heritable after looking at more than 16,000 gut microbiome profiles collected over 14 years from a long-studied population of baboons in Kenya’s Amboseli National Park. However, this heritability changes over time, across seasons and with age. The team also found that several of the microbiome traits heritable in baboons are also heritable in humans.

“The environment plays a bigger role in shaping the microbiome than your genes, but what this study does is move us away from the idea that genes play very little role in the microbiome to the idea that genes play a pervasive, if small, role,” said Elizabeth Archie, professor in the Department of Biological Sciences and a principal investigator on the study.

The research was funded by the National Science Foundation.

SOURCE: ScienceDaily.com
Legislation introduced in May in the U.S. Senate by Senator Kevin Cramer (R-ND) would expand health savings accounts (HSA), health reimbursement arrangements and flexible spending accounts (FSA) to cover dietary supplements, according to the Natural Products Association (NPA).

The effort is part of a broader effort by the NPA to expand access to nutritional supplements for underserved communities through programs like the Supplemental Nutrition Assistance Program (SNAP) and the Special Supplemental Nutrition Program for Women, Infants, and Children (WIC), the NPA says.

Mounting evidence suggests a link between vitamin D deficiency and serious COVID-19 illness, and experts in the U.S. and around the world have urged policymakers to consider the benefits of vitamin D supplements to support immune systems and prevent serious illnesses.

“We need to do more to ensure that our most vulnerable communities have access to nutritional supplements to support their health during this pandemic,” said Daniel Fabricant, PhD, president and CEO of NPA. “This common-sense solution is something that will benefit everyone, not only as we turn the corner in this pandemic but also in the long run. Thank you to Senator Cramer ... for wanting to expand choices for hundreds of millions of Americans who use supplements to stay healthy in this challenging time.”

For more information, visit npanational.org.
PALMER COLLEGE—FLORIDA TO DEBUT NEW CHIROPRACTIC CAMPUS BUILDING THIS FALL

PALMER COLLEGE’s Port Orange campus in Florida will debut “Building 4” in October, according to the Daytona Beach News-Journal.

College President Peter A. Martin says the new building will meet the needs of a growing student body and enrollment.

“Palmer Florida has been experiencing a good rate of growth over the years, which has allowed us to continue to modernize our facilities and remodel our facilities as needed to accommodate that growth,” Martin told The News-Journal. “We have gotten to the point where we just have to have a new building.”

The $12 million, 33,000-square-foot, two-story building will include four classrooms, new labs and faculty offices.

“Chiropractic has been proven to be effective in musculoskeletal pain, which has been a main driver of people going on opioids,” Martin said. “We have found through various studies that people can avoid opioid dependence by utilizing natural procedures such as chiropractic. I think that has created some interest.”

For more information, visit palmer.edu.

STAFF PICK

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PROFILEABLE PRACTICE

FRINGE

For thousands of years, we understood medicine to be around us and within us. Somewhere along the line we dismissed these alternative methods of care to the fringe, doubting their medical applicability. It’s the aim of fringe to change that by building evidence-based education around these alternative concepts — bringing the peripheral back into practice.

Based in Denver, Co., with team members distributed across North America, fringe is first and foremost a community where health care professionals can gather to learn, collaborate and inquire about today’s leading challenges. With over 20% of us struggling with pain, 2/3 of us failing to get recommended levels of sleep and 27 million of us taking antidepressants, clearly there is a need for alternative solutions.

With an accredited cannabis course already available for purchase, the natural go-to-market product for fringe was CBD. Its tasteless and odorless water-soluble CBD is processed and grown in the U.S. using non-GMO hemp. To maintain transparency, fringe CBD is also tested at three different stages in its production by third-party partners, with the results of the analysis accessible to the consumer through a QR code on the packaging. For more info, go to joinfringe.com.
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Salt Lake City, UT October 23-24, 2021
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The problem with pain
With 1 of 3 Americans affected by chronic pain annually, the United States has a pain problem. Pain is the most common reason for physician consultations in the U.S., and the No. 1 reason for missed work or school days is musculoskeletal pain.

Chronic pain (pain that lasts longer than three months and interferes with daily functioning) is often managed with prescription medicines like NSAIDs and opioids. However, opioids come with side effects including the risk of addiction; in 2017, more than 70,000 people died from drug overdoses and nearly 68% of those deaths involved a prescription or nonprescription opioid.

As the opioid epidemic rages on, patients and chiropractors are looking for safer, effective ways to manage pain.

Shining a light on pain management
Laser therapy continues to gain popularity in managing common diseases and conditions without drugs or side effects, with a new study published nearly every day. But not all therapeutic lasers are the same — so how do you know which laser is right for your practice?

One way to determine safety and efficacy is examining the research. With over 30 peer-reviewed, published studies and more in the queue, Multi Radiance Super Pulsed Laser Therapy is clinically proven safe and effective for relieving pain and accelerating recovery without drugs or side effects.

Multi Radiance therapeutic lasers emit a combination of infrared and red wavelengths in billionth-of-a-second pulses, driving photons deep into tissue without risk of thermal overload. Super-pulsing technology allows Multi Radiance lasers to maintain one of the safest FDA laser classifications, and they are safe to use without goggles and on any skin pigmentation. Multi Radiance lasers are available in desktop and portable models and are easy to use with pre-programmed treatment settings. Depending on the condition, patients may require just one or a series of treatments that take only minutes to administer.

Putting research into practice
Oftentimes there is a disconnect between the researchers evaluating technology and the clinicians utilizing it in practice, resulting in a failed implementation of the positive observed outcome. To bridge this gap, Multi Radiance’s Clinical Pillars Paper documents the science behind using laser therapy to manage common chiropractic conditions, then translates the science into actionable protocols for clinicians to use in practice.

The Clinical Pillars Paper discusses the scientific studies and highlights the ideal frequency, dose, time and other treatment variables for the following conditions:

• Knee pain
• Neck, shoulder and back pain
• Osteoarthritis pain
• Fibromyalgia
• Diabetic nerve pain
• Temporomandibular disorder pain and more

Visit bit.ly/clinical-pillars to request the Clinical Pillars Paper and read how scientific research is translated into actionable laser therapy protocols for achieving the best clinical outcomes for patients.

To learn more about Multi Radiance technology, visit Booth 317 at The National by FCA or go to multiradiance.com.

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BIG DATA: SIZE REALLY DOES MATTER

Leveraging data can also improve policy around chiropractic

BY JAY S. GREENSTEIN, DC
TIME TO READ: 10-12 MIN.

THE TAKEAWAY
New laws and electronic wearables are positioning chiropractic to leverage big data for better patient outcomes and a large-scale health care impact.

HEY THERE, FELLOW CHIROPRACTIC WARRIORS! I guess the headline caught your attention, and that’s a very good thing. Why? Because this conversation we are going to have around big data, and how you understand and even leverage big data for you, your practice and your patients, may change your life forever.
Data driving change
The world today is changing at an exponential pace. We live in the information age and all sorts of data are driving this change. With the advent of supercomputers, connectivity and all types of emerging technologies, big data is a key output of our technological advancements. So how does the chiropractic profession and individual chiropractors, and their patients, benefit from all these advancements?

Let’s start with some background context...

In 2005, Roger Mougalas from O’Reilly Media was the first person to coin the term “Big Data.” It refers to a large set of data that is virtually impossible to process and manage using traditional business intelligence tools.\(^1\)

In 2010, Eric Schmidt spoke at the Techonomy conference in Lake Tahoe, Calif., stating, “there were five exabytes of information created by the entire world between the dawn of civilization and 2003. Now that same amount is created every two days.”\(^2\)

Speaking of bytes, here’s a helpful table that gives context to just how big Big Data is:

<table>
<thead>
<tr>
<th>Unit</th>
<th>Shortened</th>
<th>Capacity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bit</td>
<td>b</td>
<td>1 or 0 (on of off)</td>
</tr>
<tr>
<td>Byte</td>
<td>B</td>
<td>8 bits</td>
</tr>
<tr>
<td>Kilobyte</td>
<td>KB</td>
<td>1024 bytes</td>
</tr>
<tr>
<td>Megabyte</td>
<td>MB</td>
<td>1024 kilobytes</td>
</tr>
<tr>
<td>Gigabyte</td>
<td>GB</td>
<td>1024 megabytes</td>
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<tr>
<td>Terabyte</td>
<td>TB</td>
<td>1024 gigabytes</td>
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<tr>
<td>Petabyte</td>
<td>PB</td>
<td>1024 terabytes</td>
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<tr>
<td>Exabyte</td>
<td>EB</td>
<td>1024 petabytes</td>
</tr>
<tr>
<td>Zettabyte</td>
<td>ZB</td>
<td>1024 exabytes</td>
</tr>
<tr>
<td>Yottabyte</td>
<td>YB</td>
<td>1024 zettabytes</td>
</tr>
</tbody>
</table>

As a refresher, bits are the fundamental building blocks of not only data storage, but all computers. Computers function in binary digits, combining 0s and 1s in countless patterns.

These binary digits are known as bits, and they are the smallest possible unit for data storage.

According to a 2020 article published in the Harmony HealthIT blog, we are in the exabyte stage, but not for long. They write, “By 2025, some global estimates suggest 463 exabytes of data will be created each day. While it is difficult to picture the overall volume of data in the world, one visual is that with 44 zettabytes of data in the current digital universe, this represents 40 times more bytes than stars in the observable universe.”\(^3\)

Um, that’s a lot of data ... and we’ll be there in no time.

They continue, “In health care, current estimates suggest a single patient generates close to 80 megabytes each year in imaging and electronic medical record (EMR) data. Bottom line: The amount of patient health data is increasing exponentially, which means the amount of legacy EHR data is skyrocketing as well.”\(^4\)

Leveraging data to help patients
So you may be thinking right now, “So what, Dr. Jay? Why should I care? How does this impact me?”

In one of my most favorite business books, “Exponential Organizations,” author Salim Ismail describes the research behind companies, organizations and business verticals that grow exponentially. How? You really need to read the book if you want the full set of answers to that question, but one thing all exponential entities share is that they are “information enabled.”

Data is information, and it helps us understand where we are, and how we can make the best decisions for the present and the future. We now have the ability to leverage this data to help our patients and dramatically improve policy around chiropractic.
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Leveraging and publishing large data sets ... demonstrating the incredible outcomes we as doctors of chiropractic get in aggregate, can change policy for the better ...

You might be saying right now, “Whatever, dude; prove it, wack job.”

OK, here are a few great examples:

• James Whedon, MS, DC, director of health services research, Southern California University of Health Sciences, and adjunct professor of The Dartmouth Institute for Health Policy and Clinical Practice, published several studies using big data to demonstrate chiropractic’s positive impact on the opioid crisis.5,6,7

• OptumHealth published several large-scale studies evaluating millions of episodes of low-back pain demonstrating that when the patient entered the chiropractic portal of entry, the total cost of care was the lowest among every single health care provider.8

These types of large-scale studies have a profound impact on patient care delivery and policy. And, we are just getting started. With new interoperability rules put forth by the Cures Act as well as the rapid development of data science, we are now perfectly positioned to not just aggregate massive data sets from EHRs, wearables, mobile apps and more, we can glean significant understanding and insights through the use of artificial intelligence (AI), deep learning and machine learning.

AI capabilities
So just think about this scenario — every clinical, demographic and financial variable in your EHR can be exported to a data lake — a repository for data in its natural format. Then you tell a computer, programmed with AI, that you want to analyze the data to answer almost any question you want. Yes, that’s what I said.

If my team of doctors at our multiple chiropractic rehab clinics want to know which specific treatments get the best outcomes based on specific clinical and demographic variables — for instance, females with nonspecific low-back pain between the ages of 45-55 — machine learning can do that. Once we know which interventions get the best outcome, we train our doctors to leverage those interventions to continuously improve our outcomes.

The clinical improvement possibilities are endless. In fact, this scenario and many more that we can and will create like this is the perfect description of the Japanese word kaizen 改善, which means “continuous improvement.”

Now, multiply the above example by 103,469 chiropractors worldwide, and that’s some big-ass data, and more importantly, some big-ass impact. Leveraging and publishing large data sets that have been appropriately analyzed, demonstrating the incredible outcomes we as doctors of chiropractic get in aggregate, can change policy for the better ...

Realistic idealism
“Dr. Jay, you are such a freaking idealist! It’s a really nice fairy-tale story you are telling, but chiropractors are always circling the wagons and shooting inwards. We will never be able to accomplish global cooperation in data aggregation, analytics, publication and policy. You are a buffoon!”

Yep, you are right. I am an idealist ... but a realistic idealist. And I’ve been a buffoon many times in my life; that’s for certain too. But on this point, I’m right, and here’s how I know ...

For the first time in its history, the chiropractic profession has created and is executing a strategic plan (see chirocongress.org/future-of-chiropractic-strategic-plan). The Chiropractic Summit and The Congress of Chiropractic State Associations (ChiroCongress, or formerly known as COCSA), commissioned this plan. We have stakeholders of all types throughout our profession contributing to its development, its execution and its funding. I know, because I serve on the Task Force Leadership Committee, and I additionally serve as chairman of the ChiroTech Consortium (CTC).

Through the use of established, emerging and even yet-to-be-created technologies, the CTC role is to support each of the
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For the first time in its history, the chiropractic profession has created and is executing a strategic plan ...

other committees’ (Research, Government Relations, Communications, Fundraising) objectives executing the Future of Chiropractic Strategic Plan. We have some of the brightest minds inside and outside of the profession on these committees and over time, you will see results. Why? Because we, as an aligned profession and all the while respecting diversity of thought, are committed to being information-enabled. And with data — Big Data — there is no stopping us.

JAY GREENSTEIN, DC, is the founder and CEO of Kaizenovate, a technology company that builds custom mobile apps for chiropractic practices, helping doctors differentiate and grow their revenue and their brand. He is also the founder and CEO of the Kaizo Health Companies, comprised of: Kaizo Health, a multilocation chiropractic and rehabilitation practice; KaizoX, a sports performance and personal training company; and Kaizo Clinical Research Institute, a 501(c)(3) nonprofit that runs clinical trials to identify best practices. The Institute is part of a large multi-year NIH study evaluating emerging health-tech interventions for musculoskeletal conditions. He is a task force member for the Future of Chiropractic Strategic Plan and is the current chairman of the Federation of International Chiropractic du Sport’s World Olympians Scholarship Program. He is immediate past chairman for the Clinical Compass and a sought-out international speaker and consultant, teaching evidence into practice, leadership, business management and emerging technologies. He also sits on multiple advisory boards in health care and technology, and can be reached at Drjay@kaizenovate.com or through his personal and HealthTech Tribe Facebook page at facebook.com/groups/HealthTechTribe.

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I’m often asked if I would have done anything differently when I first started out in practice many moons ago. And, I am 100% sure that the one thing I would have done differently was to get a mentor much earlier on.

Why? You just don’t know what you don’t know! Had I learned certain things earlier on, it likely would have allowed me to avoid some of the challenges that I faced and made my eventual success in practice come so much sooner.

Here are a few simple things I still see that many chiropractors just don’t know.

If you don’t have time in your day, you need…

To take charge of your schedule. Not having a well-thought-out schedule will almost always lead to feeling like you’re out of control. When I finally got a handle on my schedule, it allowed me to finally enjoy practice and have a great life outside of my practice.

When it comes to scheduling, one of the most common mistakes I see is having adjusting hours that do not allow any time for your employees to train or have administrative time when patients aren’t there. This is absolutely vital if you want to have a well-oiled machine. Your team must have time every week to train and if it’s not scheduled, then it won’t happen.

Another issue is that when you don’t properly manage your appointment times, you’re setting your patients up for disappointment. Even if you’re just starting out and not that busy yet, you’ll want to plan for the day when you will be busy. If it takes you seven minutes to adjust someone but you spend 25 minutes chatting, what’s going to happen down the road when you’re busier and your schedule simply does not allow that?

Here are a few suggestions: You want to have a set time for adjusting and special times outside of adjusting hours for special appointments. Patients would have their
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recurring, standing appointments during the adjusting hours and they would be cluster-booked together as much as possible. Built into those blocks would be longer appointment times for re-exams.

In my practice, I would have special times set aside for our new patient appointments and the report of findings would be outside of the adjusting hours (these would all be stacked around the adjusting hours). For example, if my hours for adjusting were 3-6 p.m., my special appointment times would be 1:30, 2:15 and 5:50 p.m. The team would know to book the 5:50 or the 2:15 first so that there wouldn’t be any blocks of empty time in my schedule. If there aren’t any special appointments booked, then you’re free to leave the office!

If you don’t have success, then you need...

To implement business strategies that will bring you success. Now, this is a generalized statement. There could be many reasons that you may not have success. A method I believe any practice type can apply to achieve long-term success is to focus on patient retention, or what I like to call patient loyalty.

Practices that focus on retention and achieving patient loyalty are not dependent on new patients and have steady recurring revenue. Not only do loyal patients lead to better success, but they also protect you when times are tough.

The doctors we work with who had successfully implemented our recommended retention principles saw less than a 3% drop in income during the first shutdown of the pandemic. Those who had not fully embraced the retention principles saw a 50% decrease in income. Read that again. A 3% drop versus a 50% drop — which would you have wanted? Having strategies that help weather storms will help the practice remain successful for years to come.

If you don’t have high retention, then you need...

To learn more about the principle of retention. In summary, to build a high-retention practice, you need to focus on a patient journey that implements the retention principle. When you do this, each patient will have a much greater chance of becoming a loyal patient.

So, what are the retention principles that need to be implemented?

- Loyal patients need Feedback
- Loyal patients need Frequent Contact
- Loyal patients need Forecasting of Care
- Loyal patients need Frictionless Payments

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frictionless payments are all required if you want to truly build a practice full of loyal patients.

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The software to do this should allow you to link the family members together, automatically split that one payment, and properly allocate the dollar amount amongst each family member’s ledger. This is critical in order to keep your patient ledgers accurate.

If you’re using a payment processing program or your EHR’s recurring payments feature, you want to ensure the auto-debit is being split correctly between each family member. For example, if the monthly payment is $275 for a mom, dad and one child, you want the correct portion allocated to each of their ledgers. Maybe it should be $125 for mom, $100 for dad, and $50 for the child. You would want each of those amounts posted to their respective patient ledgers — not just $250 posted to one of the ledgers.

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If you don’t have profitable plans…
Then you need to figure out how much on average you need to collect to be profitable. We refer to this as your Target Collection Level.

Anytime you sell something, the first thing you need to know is, what is the cost of that “thing?” As chiropractors, our “thing” is an “office visit.” So, what does it cost you to perform an office visit? If you don’t know, that’s a real problem. That’s like trying to price T-shirts for sale and not knowing your wholesale cost.

If you don’t know your cost, here’s how to calculate it. Take your monthly overhead expense (excluding any personal expenses you run through your company such as car payments, etc.) and divide it by the number of office visits you see in a month. For example, if your monthly overhead runs $15,000 and you see 600 visits per month, you would have a cost of $15,000 divided by 600, which equals $25 per visit.

Knowing it costs you $25 to see a patient, what do you think you should be collecting at a bare minimum to see a patient? If you want to have a 50% overhead, then you need to collect $25 divided by 50% which equals $50 minimum per visit.

Knowing this makes it easy to build care plans where you know they will be profitable. The care plan should average at least $50 per visit. Anything less, and your profitability goes down.

Succeed sooner
And there you have it. Some of these tips may have been things you didn’t know, but now you do. Had I come to know these concepts earlier, I have no doubt I would have succeeded much sooner in my career. I certainly hope you found some insight in these tips and are now ready to upgrade your practice.

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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A NEW PHILOSOPHY OF CHIROPRACTIC MEDICINE

Principle 1 – The moral order

BY TIMOTHY MIRTZ, DC, PHD, AND JOHN MARTIN, DC

TIME TO READ: 10-12 MIN.

THE TAKEAWAY

What does it mean to be a good practitioner of chiropractic medicine, and how do we not only define ethical behavior, but also elucidate what makes for unethical behavior?

IN ESTABLISHING A NEW PHILOSOPHY OF CHIROPRACTIC MEDICINE (PCM), there are principles that need to be expounded upon. Principles serve as the fundamental truths or propositions that help establish a foundation for the reasoning behind the entirety of the philosophy. There is ongoing debate about the concept of individual personal responsibility, as well as concern about the loss of ethics and morality in society.

To establish a new philosophy of chiropractic medicine, principles that form a framework need to be brought forth. The political theorist Russell Kirk (1918-94) established 10 principles to be a “body of sentiments, rather than a system of ideological dogmata.” In the quest to establish a PCM, this may be one of the more important principles to address as it serves as the anchoring principle.

This encourages the answering of the age-old question, “What is good and what is evil?” and presenting and explaining the first principle, known as the Principle of the Moral Order.

Moral order defined

There exists a strong sense of right and wrong, truth and falsehood. These are guided by personal convictions about justice and honor.

There is the belief in a foundational moral order (right and wrong, justice and honor) guided by personal convictions that a good society will evolve and continue. The Principle of the Moral Order is defined as the concept that human nature is a constant, and moral truths are permanent. Some may argue that human
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nature can be altered. This premise is false in that human behavior can be modified, yet a person has to decide to modify their behavior.

The human nature of a person cannot be modified nor altered by an outside entity, as one has to make a decision to abide by the rule. Autocratic/totalitarian regimes are repressive because they attempt to not only conform humans to a strict behavioral code but attempt to alter human nature.

To understand human nature and how it cannot be altered, a review of the underlying aspects of human nature are in order. The term “nature” and our understanding of “human nature” is widely debated. The classical understanding of “nature” was of things that have an internal principle of motion.

For instance, a rock cannot move itself — another object must move it, whether a larger object through gravity or through a person picking it up and throwing it. Things that have a “nature” are things that have a cause of movement inside themselves: Plants grow on their own, animals move and seek food, and humans do similar things.

While human nature includes animal nature, there is an additional, most-important power humans have: reason. Humans have the ability to reason, the power to know. An animal moves to do things, but you cannot ask it why it is doing it. Humans move by first knowing, and then making a decision to move toward something they perceive to be good, or away from something perceived bad.

Humans have skills of being playful — we enjoy physical activities such as games/sports, but we also make jokes and are creative with our imaginations. Humans are naturally scientific. We find ourselves putting things in order, making categories, predicting how things work and testing to see if we were correct. We use the power of our imaginations to improvise. Humans also like to be legislative. We enjoy kinship, our rights, the goods we consume, status, the obligation to our families and desire to pass down this wealth to our offspring. In being legislative, we seek safety. Every culture establishes rules that govern safety. With being legislative is our use of objects, i.e. private property. Combining the concept of safety with our penchant for objects/property comes the desire of having the freedom to protect our property, as no one wants to have their property confiscated without reason.

Humans are epicurean (devotion to pleasure, comfort and high living). Humans enjoy food, are festive with food and enjoy many art forms. Humans are sexual beings and seek sex clandestinely. And due to sex, there exists envy and competition. Humans like to communicate and use gossip as a means of communication. Humans use speech to communicate ideas of likes, dislikes, wants, needs and desires. And with the ability to reason, humans are fallible and make mistakes.

While the above are in no particular order, the last one, “communication,” is the most important. In order to use skills, science and our imaginations, we need the power of speech to communicate these wants, needs, desires, likes and dislikes. Marxist governments are overly repressive in their attempt to alter human nature, which makes no allowance for legitimate disagreement through criticism, i.e. the ability to speak freely, to make jokes or make mistakes.

The ideology of Marxism attempts to put all people at the same level and pushes conformity to the will of the ideology. These same autocratic governments attempted unsuccessfully to control people through the confiscation of their property, having scarcity of consumer goods, making people like things they did not like, or controlling their ability to speak freely. In other words, you will enjoy your scarcity of products to consume and enjoy the ability to not be able to say anything about it.

Harmony

The moral order acknowledges harmony, i.e. a harmony by consistency of thought. This harmony does not preclude that all things one confronts will be in congruency and cannot be meant to signify “harmony of nature,” since it would behoove anyone believing there is harmony or order in the universe.

This principle negates the chiropractic principle of “order in the universe,” as the universe is in a constant state of chaos. Observing a supernova from a distance has the appearance of beauty with all its colors. However, a supernova is not a static entity and due to all the cosmic radiation from the gamma rays, one would be hard pressed to want to be near it.

Ethics

There currently exists a public image that is unfavorable toward the chiropractic profession as it pertains to ethics and honesty. The Principle of Moral Order is entwined in ethics. With
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  — Dr. Brandy, Chiropractor

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ethics, it is interpreted that this principle serves as an anchoring principle for a PCM. Many professions pronounce what a profession’s ethics are, yet seemingly fail to elucidate what makes for unethical behavior. It is further recognized that there must be a strong and robust effort to place condemnation of unethical practices that fall below acceptable standards that can impact patient safety and the safety of the profession.

We must continually ask the question and provide a reasoned response to, “What does it mean to be a good practitioner of chiropractic medicine?”

**Inner and outer order**

There are two aspects to the moral order — the inner order and the outer order. The inner order of the soul is distinctively the ethics a practitioner must hold dear. The principle of moral order of the inner soul does not proffer that one follows a religious sect or particular theological denomination of thought. Thus, there is freedom to pursue the religion, theology and spirituality one chooses to follow, as well as the acknowledgement of a higher power or God.

For example, a person can claim to follow the scientific method yet still hold the view that God exists. The principle of the moral order advocates that there exists objective truth in the universe and it can be known. To understand the universe, it takes the scientific method, but that does not mean a person has to disavow the existence of God in an effort to understand the human body, environment and our interaction with it.

The principle of the moral order is the outer order of the commonwealth (a state where the supreme power is vested of the people, for the people and by the people). The outer order of the commonwealth is uniquely suited for chiropractic medicine.

A PCM should hold a concern not only for how one acts/behaves with personal and professional responsibility, but with the concern for the future health of the profession. The outer order is not simply for the future of the profession solely. There exists a pride and appreciation for one’s own country, the direction it is taking, belief in their nation’s exceptionality, admiring its constitutional form of government, and sovereignty along with the freedoms, accomplishments, language and preservation of its unique culture, heritage and history. A PCM should be concerned with its own profession. Yet in order to have a profession, a PCM must appreciate and acknowledge constitutional freedoms in order to practice their trade.

**A principle for chiropractic medicine**

The basic definition of this principle that is applicable for a PCM can be stated as follows: Moral truths are consistent and guided by sound ethics for patient care and professional behavior. These moral truths are supported for people to live in a peaceful society.

**TIMOTHY MIRTZ, DC, PhD, is an associate professor and chair of the Department of Secondary and Physical Education at Bethune-Cookman University.**

**JOHN MARTIN, DC, is a graduate of Bridgeport University and is director of worksite wellness of Pennsylvania.**
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SINCE ITS FOUNDING IN 1982, Parker University has stayed on the cutting edge of technological advancements that specifically enhance student education, and earlier this year it received a significant tech boost when it partnered with two industry-leading virtual reality (VR) medical simulation and software platforms.

Virtual reality from home
The initiative is to deliver clinical case simulations using VR technology, and it has incorporated the same technology used worldwide by top institutions like the Mayo Clinic, Stanford, Northwestern, the University of Pennsylvania, the U.S. Air Force and others. It allows students to work together in multiplayer VR cases, either together in the same space or from the safety of their own homes. The VR solutions work to enhance both in-classroom and online learning, making it possible to conduct sophisticated instruction that provides realistic learning experiences for students.

The custom simulations created help develop and reinforce soft skills such as empathy and communication with the patient, and help familiarize the student with physical landmarks and tools for patient examination.

Some critics in the industry are concerned that Parker University students will no longer learn how to adjust real patients, and nothing is further from the truth. Clinical simulation is not intended to replace hands-on labs. It is a tool to support and enrich classroom learning and be a bridge to real patient interactions.

THE TAKEAWAY
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The VR simulations run on top-of-the-line, all-in-one wireless headsets that cost drastically less than older wired models. Instructors, students and simulation moderators are able to work simultaneously in the same virtual environments with each other, whether they are a few feet away in the same classroom or across the country.

“We are pleased to be adding so quickly to our recently announced suite of advanced educational technology solutions for our students,” says Parker University President William E. Morgan, DC. “We are committed to maintaining our educational technology leadership for both online and in-classroom instruction. The significant investments we have made in this area have already paid off in greatly enhancing instruction, which has been challenging for most universities during the pandemic. The fact that our students have been able to continue their instruction without interruption during this period and that we are experiencing record enrollment speaks to the great hunger students have for best-in-class education that exploits the most advanced technology solutions.”

**Interactive software partnership**

The university has also continued its partnership with a leader in the educational technology realm, another medical education company that develops and sells interactive software to help provide a virtual learning environment combining state-of-the-art interactive technology with real anatomy from the National Library of Medicine’s Visible Human Project®, as well as higher-resolution images.

The company collaborates with professional medical societies, educators and practicing professionals to create and test next-generation tools to educate and train a wide range of health care professionals and students. The partnership aims to enhance anatomy comprehension and interpretation through an immersive virtual learning environment that increases student engagement and improves learning outcomes.

**Virtual dissection**

The virtual anatomy dissection software includes more than 2,000 anatomical structures with correlated 3D and cross-sectional views. Students are given three ways to learn anatomy — the traditional gross anatomy lab, a VH Dissector on their devices, and now, in VR.

High-resolution immersive headsets, together with the software, offer an unrivaled educational environment with proven comprehension of spatial relationships and intuitive interactions. In addition, this type of solution allows for the integration of real anatomy at a relatively low cost and provides constant availability.

“Until you have experienced using [the software] in virtual reality mode, you cannot begin to imagine the tremendous benefits this state-of-the-art technology can bring to anatomy education,” says Parker University Professor and Academic Chair in the Department of Basic Sciences Georgina Pearson.

“The interface is the most realistic experience you can have studying anatomy, short of performing actual cadaver dissections. You can easily manipulate, rotate, zoom in, dissect, expose and study the human anatomy. The experience is almost as if you had a holographic cadaver standing before you, ready for you to explore and study any time you need, even from home. This will be a powerful supplement to the actual cadaver dissections we perform in our program.”

**Recognized for innovative**

The university was listed among the winners of the 2021 FutureEdge 50 Awards, which will be celebrated at the CIO’s Future of Work Summit online event on Sept. 21-23, 2021. The semiannual event focuses on organizations adapting to the changing business landscape with advances in automation, cloud-native applications and digital innovations.

“Creating truly immersive and interactive educational experiences, both in the classroom and online, can energize and empower students, engaging them both intellectually and experientially,” says Senior Director of Academic Informatics and Compliance Lisa Gabriel. “This is how cutting-edge technology can not only help students advance their knowledge but also develop and sharpen their professional skills.”

CHRISTINE PERRENOT is a writer for Parker University.
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OCCUPATIONAL MEDICINE: WHY SHOULD DCs DO IT?

I HAVE BEEN PRACTICING CHIROPRACTIC FOR 32 YEARS, but I have made more money and gotten more patients by providing Occupational Medicine to people and companies that need it (over $20,000 in OccMed in a single day while seeing 35 chiropractic patients). Let me explain the 10 reasons that DCs should do OccMed work:

1. It is MANDATORY services under federal laws, so it can be done by DCs in all 50 states.

2. The mandate is on several types of jobs. DOT is over trucks, trains, planes, ships, subway/bus, and pipe handlers. This is about 25 million workers and $3 billion spent yearly in the U.S. and growing. There are also mandates by OSHA for anyone working with a respirator (think firemen, painters, construction workers, gas/oil field workers, etc.), working around heavy metals, in loud places. This is 150 million workers and $30 billion spent every year.

3. The work is in every town because the mandates are on police, firemen, garbage/cement/tow truck drivers, school bus drivers, teachers, banks, grocery stores, factory workers, city and county workers, state and federal workers, and many, many more people.

4. Because it’s a mandate the (company, school district, city, county, state or federal agency) must pay you cash for the services. There is no insurance billing.

5. All the services except for physical exams can be done by a trained assistant without the doctor being in the building. As an example, I had two assistants go to a company for four hours on one morning and four hours on another morning and in that eight hours did $18,000 worth of testing.

6. Starting to do OccMed work takes very little start-up capital because you already have all the equipment you need to start with the easy stuff. Later on, a couple of pieces of equipment are around $2,000, but you only add that if you have a contract to make more than that amount in work.

7. This work is 90% done by trained assistants, and if the doctor is disabled he can still make a six-figure income because there is no lifting, pushing or pulling. It’s all brain work. As long as you have one eye, one ear, and a hand that writes, you can do the work.

8. The sheer number of people coming through the door paying you cash to do the mandated work gives you a steady stream of people who need chiropractic care to convert to patients. Talk about getting paid to advertise your services; instead of you paying to advertise, OccMed is the best advertising you can do, and it pays you instead of you paying for advertising.

9. OccMed services are on the rise. More trucking (think Amazon), more safety regulations with masks/respirators, etc.

10. There is very little competition with MDs in this field. Most of your competition is non-health care providers that just got a drug testing or alcohol testing certification, so as a doctor you may offer more services at a “one-stop shop.”

I do work for my school districts, city, county, state and federal agencies. I have been made the company doctor who handles all injuries from a 300-person bakery, a 1,000-person military contractor, a 700-person bakery, etc. — and they all call me Dr. Raker and appreciate my input as a team partner, not just a chiropractor. I do more than just adjust spines. I help reduce injuries, I help them comply with federal mandates, I maintain a safer worksite by drug and alcohol testing, I fix minor burns/cuts/sprains, I have cleaned stuff out of eyes, I am a general practitioner like real chiropractors used to be before they got stuffed in the “back pain” box. When I can consistently make $250K per year in OccMed, besides my regular chiropractic services, in cash, with 90% of the work done by my assistant, and a 100% collection rate, who wouldn’t want to do this?
www.OccMedForDCs.com teaches DCs 25+ services, many of which are MANDATED by the Federal government by OSHA and DOT, which companies must buy for their employees. All of which are paid in CASH, and gives you new patients.

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Most of the work can be done by a trained assistant without you in the building, or onsite at a company.

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It’s the cheapest way to learn how to make an extra $5K-$10K a month or more doing the work that companies, school districts, cities, counties, state and federal agencies MUST buy in CASH to comply with Federal MANDATES. **Every city has schools, police and firemen, banks, tow trucks, garbage trucks, cement trucks, electric and cable utility trucks, stores and businesses that need this work.**

DC’s are included in these Federal Laws as payable providers in all 50 states. I have many checks you can look at for $10,000 up to $33,000 for just 1 or 3 days of work. Sometimes the work is done by my assistants and I literally do nothing to get paid a check for thousands of dollars in 1 day. Here is an example:

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Go here to see a 10 minute video explanation by Dr James Raker  
https://youtu.be/i53646S34PA
THE TAKEAWAY
Even when you outsource, that company is part of your team, and the owner needs to lead the marketing charge even after you find your “sweet spot” for in-house and outsourcing.

MARKETING CERTAINLY IS MY FAVORITE TOPIC in chiropractic. I am the rare bird of chiropractor who not only loves treating patients, but loves studying marketing. Most of my free time is spent reading Dan S. Kennedy, Jay Abraham, Gary Halbert, David Ogilvy and other marketing legends. I just love it! I know that I am definitely in the minority here with the marketing passion. So, if marketing isn’t your thing, should you outsource?

Dan S. Kennedy is probably the greatest living marketer. He says there are two things you should never completely outsource: the checkbook and the marketing, and I tend to agree with him. I still sign every check that leaves the office. Rumor is Donald Trump signed every check that left his multibillion-dollar-a-year business. As far as marketing goes, leaving it all up to someone else has it pitfalls. Here are reasons not to 100% outsource your marketing:

WHEN IT’S TIME TO (PARTIALLY) OUTSOURCE YOUR MARKETING
Look to delegate but retain management of your channels and ideas

BY JAMES R. FEDICH, DC
TIME TO READ: 5-7 MIN.
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Legal Issues — I presented a marketing seminar for a state chiropractic association and traveled everywhere giving this talk. They sent the state association lawyer around with me to talk about legal issues. He said the biggest issues with marketing are the doctors outsource the marketing, and the marketing company is posting things, or running ads, that violate state board rules.

Costs — A full, competent marketing team that can run successful campaigns for you is likely awfully expensive. You typically get what you pay for. Most marketing companies for a chiropractor’s budget are simply not that good. If they were, they would be charging more or doing it for themselves.

Control — Many marketing companies hold your website hostage, along with your Facebook, Instagram pages and more. I have heard many horror stories from doctors that they can’t get their website or social media pages back.

Outsourcing a majority
I am not against outsourcing. I am against completely outsourcing your marketing for the reasons above, but I am for delegating much of a practice’s marketing efforts. Here is what you want to do. You want to find a company or companies who can manage, update, and control your website and social media, and even run your ads. But ... the doctor/owner needs to be the manager of it all. Let the company “press send” and run the campaigns, but you need to oversee everything, and even come up with ideas.

I have found a great company with a sweet spot. They have some ideas, but generally I come up with ideas, and they implement design and details. So, I may come up with a social media ad idea, but they will run the ads. I make sure to give final approval of any project before it goes out. Here is what to look for in an outsourced marketing agency:

Control — You must have final control over social pages and websites. You should be able to edit, add things, and if you fire the company, you should be able to get control and keep control.
Delivering beyond your expectations is one of the things you’ve come to expect from us, and it is one of the driving forces here at ChiroHealthUSA. Over the past year, when so many had an excuse to slow down, our profession stepped up.

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Costs — Find a company that is reasonably-priced for your needs. Again, if you want someone to do all of it for you, we could be talking over $5,000 a month.

Experience — I almost would not recommend a chiropractic-only marketing company. It’s best to have ideas from other fields. After all, if you are running the same ads as every other chiropractor, what does that say about you? But it is nice if they have some health care experience as well.

Recommendations — It is imperative that you speak to other clients of the company. Testimonials and reviews can be faked. Ask to speak to a happy client on the phone.

Outsourced efforts are still part of your team
Once an agency has been selected, work as a team to develop a marketing plan and make sure everyone is on the same page. Lay out a plan for website, social and advertising programs. AdWords, banner ads, social advertising and website work can all be done by an outside marketing company. Just make sure the owner always has control over the pages, approves everything before it goes out and leads the direction of the marketing. Your best bet is to study marketing or buy a marketing program that the company can then implement for you.

Don’t completely outsource your marketing, but definitely don’t do it all yourself. The sweet spot is having a marketing implementation team that can execute on your vision for marketing the practice. I have found that is the sweet spot for growing a clinic quickly and consistently. CE

JAMES R. FEDICH, DC, owns a large multidisciplinary practice in northern New Jersey. He is also the author of “Secrets of a Million Dollar Practice” and host of a popular chiropractic podcast, Dr. J’s Path to Success. To find out more or to contact Dr. J, visit drjamesfedich.com.
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COMPUTER-PRECISION MULTIPLE IMPULSE THERAPY

Adopted by chiropractic schools and a space agency, this adjusting technology is taking flight

BY RICK VACH

TIME TO READ: 7-9 MIN.

FROM CHIROPRACTIC SCHOOLS TO THE U.S. MILITARY and the European Space Agency (ESA), a chiropractic device offering computer-precision upper cervical adjusting along with soft-tissue and trigger-point applications is seeing wide use for its gentle but precise treatment of pain.

Palmer University’s technique department has added the device to its new assisted adjusting technique class, the Ft. Bragg military installation brought the device in to treat soldiers, and the ESA is using it in zero gravity training to assess pre- and post-spinal stiffness on astronaut candidates.

Adding impulse therapy to healing hands

Computer-precision multiple impulse therapy is allowing chiropractors to save wear and tear on their bodies while sharing the journey to spine health with patients.

The PulStar G3’s display shows muscle tightness and stiffness with dysfunction between vertebrae. The doctor can then apply multiple impulses to reduce restrictions and add motion to the segment. Additional patient satisfaction comes from video display of the corrections and a record of past treatments for comparison, virtually eliminating any risk of malpractice.

College applications

Instrument adjusting is taking the next step into the mainstream of chiropractic at Palmer College with the addition of the PulStar G3 to its technique classes. Computerized motion palpation is aiding students, giving them more confidence in working with patients before they enter the workforce.

THE TAKEAWAY

Saving wear and tear on doctors and revolutionizing patient education during spine adjustments, PulStar’s computer-precision multiple impulse therapy is changing chiropractic at all levels.
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Sense Technology, creator of the PulStar, was contacted by Palmer when the college decided to create a new technique class based on assisted adjusting technologies.

“They said they asked all their alumni what instrumentation they should look at and our name kept coming up as highly recommended,” said Sense Technology President Christian Evans.

The device adds an objective measure for students to help pinpoint adjustments and create a full diagnosis and treatment plan for patients.

“We are very excited to be working with Palmer College, the fountainhead of chiropractic,” said Joseph M. Evans, PhD and CEO of Sense Technology. “It makes sense that the foundation of chiropractic would be the first to embrace new technology.”

Evans added, “It has been a pleasure to work with Palmer College. The professors at Palmer are invested in gaining the knowledge required to understand the new technology that is available in the 21st century and apply it to the age-old techniques of chiropractic.”

Chiropractic military and space applications

The age-old technique of chiropractic is also getting a boost alongside the new-age space race and providing for the health care of the military via computer-precision multiple impulse therapy.

Evans could not go into detail about the use of the device at Ft. Bragg, where after speaking to staff chiropractors and physical therapists he was required to sign a non-disclosure agreement.

“These guys were horses, guys that were all ripped,” he said of the soldiers. “They spend all day in the the weight room and then they visit me when they’re in pain, and so it was a really neat visit.”

The European Space Agency took the device up in a 747, which flew in a high arc to simulate a zero-G experience where they could test spinal stiffness.

“In normal gravity, and even with some weighted gravity, by having the patients use some weights at the time that they did the analysis, they could measure the stiffness information from the analysis,” Evans said. “They rigged up this system instead of a human trying to do the analysis, and basically had it as in a static position and used a mechanical assist to ensure uniformity of the analysis ion the weightless environment.”

Soft tissue, trigger-point work and more

The multiple-impulse device has three modes that address the spine, soft tissue, trigger points and myofascial release:

**Osseous Adjusting Mode** — Works directly with joints to release the fixation and improve mobility via the impulse adjustment. The rate changes as the fixation releases and more motion returns to the joint.

**Point Mode** — For muscle work, it allows the clinician to easily melt away trigger points or relax muscles when applied to motor points or origin and insertion points. It uses every frequency from 4-90 impulses per second to speak the language of the proprioceptors of the deep musculature.

**Myofascial Release Mode** — The newest feature enables the clinician to use any frequency from 30-50 impulses per second to help work the muscle fibers.

The device stores the analysis and adjusts force levels specific to each patient, allowing doctors of chiropractic to explain in graphic detail pre- and post-analysis, and compare to previous care, educating patients while focusing on the
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Patients, once they understand the analysis, further understand the basis of their chiropractic care...

pain points. The full-spine display shows the patient all 30 vertebral locations and the relative mobility at each vertebra.

“Instrumentation is finally coming into the realm — we’re bringing the science behind chiropractic to chiropractic, supporting what many view as an art form,” Evans said. “We’re more on the patient side of things, as none of us are chiropractors or MDs, so we look at this from the patient perspective. We had a display company come in looking to partner with us, and they looked at what we were doing and said, ‘This is awesome! This is what all chiropractic should be.’ So the patients, they see it right away and appreciate it.

“The adjusting should be all based on the 100 years of technique that’s out there already — just replace where you would put your hand with the PulStar to assist that adjustment and do things that your hands just can’t do in terms of speed of adjusting and seeing the patient’s issues.”

Patient response and education
Another advantage of the multiple impulse therapy treatment is a lack of muscle guarding or tensing from patients that make adjusting difficult.

“Patients never even think about doing so because it tricks-out the muscles so they can’t tense,” Evans said. “Your patients can’t prepare for this adjustment because within milliseconds we’ve made the adjustment and the muscles just can’t react to that. We get in there before you can get muscle tightening and things like that that really keep the doctor from doing what he needs to do.”

Patients, once they understand the analysis, further understand the basis of their chiropractic care and why they should be coming back to relieve pain or for wellness care.

“Once they see the analysis, they become more involved in their health care,” Evans said. “Then they say, ‘Hey, can I come back in for an analysis even though I’m not feeling bad and don’t have any pain, but just to see how things are doing?’ The two biggest draws are that patients are interested in something new and something they can understand in terms of their care, and for doctors it is less strain on the body so they can see more patients and have a longer career.

“The patients see it in real time and can see what chiropractic has been saying about what it has understood about the body over the last 100 years.”

RICK VACH is editor-in-chief of Chiropractic Economics.
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ALL ARCHES ARE NOT CREATED EQUAL
Comparing custom vs. over-the-counter insoles

BY KEVIN M. WONG, DC
TIME TO READ: 11-13 MIN.

THE TAKEAWAY
Education is key in terms of the benefits of three-arch support orthotics, and once patients experience the process and feel the difference, there is no going back to unsupportive insoles.

ONE OF THE BIGGEST CHALLENGES I have found over the last 25 years being an extremity-based chiropractor is the general lack of public knowledge regarding the feet and how they affect the rest of the body. Starting from a very young age, we are not properly taught about our anatomy and how different body parts work with and affect each other. This comes into play when incorporating the use of orthotics into chiropractic care.

Address the underlying cause
Allopathic medicine is where the majority of patients seek health care. These practitioners train patients from a young age that pain is the indicator for when to call the doctor.
It’s common to only treat the pain of conditions like plantar fasciitis, metatarsalgia and Achilles tendonitis, rather than identifying and correcting the foot/Arch dysfunction and biomechanical problems that are their underlying cause. Interestingly enough, many patients with faulty foot biomechanics live their lives without having any foot pain at all.

However, in my experience I have seen that upwards of 87% of all human beings in a standing posture exhibit signs of flat or pronating feet that can lead to pain and dysfunction in the knees, hips, pelvis, neck and spine. Even common conditions like shin splints and sprained ankles can stem from unhealthy foot function.

Misconceptions about arch anatomy
If you ask 10 people on the street the question, “How many arches do we have under each foot?” they will likely all answer “one.” The average person never learns that we have three functional arches forming the plantar vault of the foot.
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Most of the health care providers patients utilize propagate the notion that the inner arch is the only foot arch that exists. This misinformation people operate under influences the purchasing decisions they will make regarding foot-related products, especially orthotics.

Attention must be given to educating patients properly, so they understand the difference between mass-produced generic insoles that tout arch support and custom orthotics designed to address the unique biomechanics of each patient and restore natural, healthy function of all three arches, thus stabilizing the entire body.

Dictionary.com defines the word “orthotic,” or orthosis, as “a device or support, especially for the foot, used to relieve or correct an orthopedic problem.” The definition in and of itself is quite vague. The orthotic market is confusing because it is flooded with too many cheap premade products.

On one end of the spectrum there are many brands of off-the-shelf, prefabricated, non-custom orthotics available through retail/drug stores, and online retailers. The manufacturers use attractive marketing and catchy statements to influence customers to buy impulsively in the hopes of experiencing pain relief and improved athletic performance.

On the other end of the spectrum there are flexible, three-arch, custom-made orthotics. These custom orthotics are only available from specifically trained and qualified health care providers who assess the feet through a weight-bearing scanning or foam casting process. It’s the doctor’s role to offer these products in their practice and educate patients about their benefits. Let’s make some common orthotic phrases and concepts clearer so you can achieve better care results by helping your patients make more informed choices.

Clinically proven
Implying that prefabricated orthotics are clinically proven is very vague. They generally only have one arch, so they end up helping some patients more than others. Some feel no better or even worse.

If the person has a flat inner arch, they may find some initial pain relief from these, but the other two arches (transverse/lateral arch) will get no benefit from these off-the-shelf orthotics. The foot will actually continue to get flatter over time due to the lack of support. During this time, their faulty foot biomechanics could be undermining the stability and healthy function of their entire bodies.

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Chiropractors vs. podiatrists
A podiatrist’s perspective on the foot is more static vs. dynamic. They are treating only the patient’s foot with little regard to the skeletal structures and associated joints above.

They also tend to echo the inner- or single-arch concept so their patients are not exposed to the existence and importance of supporting the three arches. Podiatric orthotic choices can range from very expensive, rigid, one-arch orthotics to telling the patient to go to the store and choose an off-the-shelf brand. This can be very confusing for patients.

Recall that the body is a dynamic system. The feet/ankles intimately affect the knees, hips, pelvis and spine. As chiropractors, we understand this relationship. When the feet are excessively pronating, this affects the rest of the body and they significantly contribute to some very common clinical conditions patients seek care for, like lower-back pain.

Same-day solution
In our society we are accustomed to getting what we want, and fast. When patients are experiencing pain, they want to feel relief right away. The off-the-shelf orthotic companies try to capitalize on this. Instead of waiting for a custom-molded orthotic that will support that patient’s body completely, they try and get the customer to bite on an inferior product just because it is readily available.

Taking the time to scan or cast the patient and have a pair of orthotics custom-molded for them ensures they will have an unparalleled product that is uniquely designed for their feet and body as a whole.

When I scan and assess a patient’s feet, I can submit a custom orthotics order the same day. If the patient wants them sooner, they can pay a little extra for expedited shipping. Getting the custom orthotics in quickly is never a problem if that is what the patient wants.

Premium materials and/or quality construction
The term “You get what you pay for” is appropriate here. Pre-fabricated orthotics sold off the shelves and produced in mass quantities for $35-80 are made of materials that allow them to be sold cheaply.

How could these companies truly be using quality materials when they make a product that costs so little? Looking at websites of these prefabricated orthotic companies to see what materials are inside the insoles, one can see there is not much to them. It is to be expected for a product under $100.

The three-arch, custom, flexible orthotics are made of top quality, high-performance viscoelastic materials that absorb shock, enhance stability, and provide a propulsive boost during all weight-bearing activities. Their designs and materials have evolved for over 69 years based on patient and doctor feedback. For the best care outcomes, patients should wear their orthotics all the time, so durability is very important.

Low price
The off-the-shelf orthotic companies hope the cheap price tag of their products will be very appealing to consumers. This strategy serves them because they are dealing with customers who are uninformed regarding the arches and foot anatomy. Their ads often highlight the low price and the immediate availability.

As chiropractors, we realize the importance of the three arches and the choice of the orthotic for the patients. We are not out to compete with online retailers, a sporting goods store, or a drugstore on price because their pre-fabricated orthotics are of lesser quality and effectiveness.

Each foot has its own unique biomechanical properties and dysfunctions. By analyzing both feet distinctly (using a digital scanner or foam cast), it’s analogous to an eyeglass prescription, where the lens correction is usually different for each eye. For effective and accurate arch support and body stabilization, each foot needs its own custom corrections for all three arches.

Health care providers who are trained in prescribing custom orthotics offer their patients a proven, value-added “experience” rather than an impersonal off-the-shelf solution.
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No inventory needs to be kept on-site, and the money-back guarantee gives patients confidence that spending more money on a quality product is the right move and reinforces the value of their custom orthotics.

Patient education is key
For too long, patients have been operating on the incorrect belief that we only have one arch under each foot. The prefabricated orthotic companies have been successful in wooing these customers by capitalizing and further spreading this fallacy with their one-arch insoles.

Give your patients the awareness and education about custom orthotics, and once they understand foot anatomy and how it affects their bodies, they will be quite amenable to the custom, three-arch, flexible orthotics you can offer as a chiropractor.

KEVIN M. WONG, DC, is a graduate of the University of California-Davis and is a 1996 Summa Cum Laude graduate of Palmer College of Chiropractic West. He has been a practicing chiropractor and continuing education Instructor for over 24 years and is the owner of Orinda Chiropractic & Laser Center in Orinda, Calif. His practice has an evolving influence on the course material he teaches chiropractors, chiropractic assistants and students. As a member of the Foot Levelers Speakers Bureau since 2004, he is a frequently requested speaker on the topics of extremity/spinal adjusting, foot biomechanics, orthotics and ergonomics, and teaches over 120 hours per year in the U.S. and internationally.
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Empowering Beauty
WE CHIROPRACTORS LOVE OUR TOYS. These are some of the top tech products that you’ll want to add to your tech toybox if you haven’t already.

The emergence of telehealth, work from home, and video meetings makes these tools “must-haves” to improve your online experience and boost your productivity.

**HD webcam**
A high-quality webcam is the first place to think about upgrading your tech for webinars, instructional videos and more.

Your online image is dependent on how good you look. This means you’ll want the best device possible. There are several affordable models on the market that are used by office professionals, content creators and streamers.

Look for a webcam with crisp 1080 HD resolution, color detection and lighting. The best webcams check all the boxes: image quality, ease of setup and a built-in privacy shutter. When performance, quality and cost are calculated, you’ll find upgrading your online image a snap!

**Ring lighting**
A ring light is a circular, donut-like external lighting accessory. The best ring lights produce flattering, diffuse, continuous illumination that improves the quality of your Zoom calls, vlogs and other video content.

IF YOU DON’T HAVE THIS, TIME TO UPGRADE
How old is that tech you’re getting by with?

BY MARK SANNA, DC, ACRB LEVEL II, FICC
TIME TO READ: 5-7 MIN.

THE TAKEAWAY
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If you've ever experienced the "halo effect" caused by too much back lighting, making you look like you are in the witness protection program, a ring light is for you. Most ring lights use LED lighting technology. This makes them cool, compact and affordable.

If you are concerned about a ring light taking up too much of your desk space, don't be. There are several models that provide a tiny but powerful solution. A good rule of thumb is to purchase a model that provides at least 1,840 lux at a distance of three feet. This makes it an ideal fill light for video and stills. It's also a great idea to purchase a ring light that is battery-powered, untethering it from a power cable and making it easy to position on your desktop.

Quality microphone
It only takes a few Zoom calls to realize that your standard laptop or desktop microphone simply cannot produce high-quality audio.

The good news is that an aftermarket, external microphone is a great way to give your audio an immediate healthy boost. When it comes to mics, there are several great choices on the market. Look for a microphone that is versatile, with multiple sound quality modes. Unidirectional mode is used for recording a single source positioned in front of the microphone. Bidirectional mode is used for capturing audio from both the front and back of the mic. This is useful for capturing audio from two sources, such as during an interview with another person.

Monitor upgrade
It's likely that the monitor you currently use came bundled with your desktop PC. You may have purchased it when 1,024 x 768 was labeled “high resolution.”

If you're like most of us, you spend a large part of your day looking at your screen. It's important to be picky when you decide to upgrade, as this piece of technology will be with you for years to come. Today, you can get a lot of monitor for your money. Don't overspend on features you won’t need, but consider features such as an adjustable stand, a range of ports, and a curved screen to bring the best experience to your desktop.
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Desktop monitors generally fall between 19-38 inches. If you have more space, sizes of up to 49 inches are available. Monitors are measured on the diagonal. While it’s always best to have as big a viewing area as possible, the constraints of your desktop space may be the deciding factor for you.

Upgrade your life
If it has been a while since you’ve upgraded your tech, it’s likely you find some factors of the technology you use every day annoying. Living with low-level annoyances like these is called “tolerating.” Tolerating results in stress and can sap your productivity. Eliminating tolerating not only helps you get more done, it also frees up your brain power for other higher-level functions.

We are all faced with the need to get more done in less time. Leveraging the power of new technology can help you get more done so that you can spend more time with your family, and maybe even get a full night’s sleep.

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 CEO of Breakthrough Coaching and can be reached at mybreakthrough.com or 800-723-8423.

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THE TAKEAWAY
From promoting weight loss to improving kidney health, eliminating toxins, increasing energy levels, stimulating the brain and central nervous system, improving immunity and more, the alkaline diet can change patients’ lives.

“ALKALINE CERTIFIED” IS ONE OF THE FASTEST-GROWING LABELS in the natural products industry and its seal has become firmly rooted in the minds of health-conscious consumers. I’ve personally learned that you can completely change the course of negative health effects by eating a diet full of alkaline food and beverages.

Alkaline products are in serious demand, and consumers have the right to know if their food is alkaline or acid-based.

What is alkaline?
Alkaline means that something has a pH higher than 7. The human body is naturally slightly alkaline, with a blood pH of around 7.4. The stomach is acidic, which allows it to digest food.

The pH of saliva and urine changes depending on diet, metabolism and other aspects. The stomach is very acidic, with a pH of 3.5 or below, therefore it can break down food. Your urine changes depending on what you eat, which is how the body keeps the level in your blood steady.

The alkaline diet
The alkaline diet is where an individual consumes food and drink that is categorized as alkaline. This means that on the pH scale the item has a pH between 7-14. The aim is to reduce the amount of acidic food and drink consumed.

The diet is derived from the notion that the different foods we eat affect the overall pH balance of our bodies. Food is considered alkaline or acid based on the laboratory combustion of the food. The alkaline diet is comprised of fresh vegetables and fruits with the aim of maintaining a pH level in the body.
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Benefits of alkaline food and products
Alkaline foods and products may improve overall health, with some of the benefits including:
• Promote weight loss
• Uncompromise mucous membrane
• Improve kidney health
• Eliminate toxins
• Rejuvenate damaged cell tissue
• Increase energy levels
• Blood nourisher
• Stimulate the brain and central nervous system
• Immune support

Research on the alkaline diet
Alkaline foods have the potential to change the body’s pH levels. After food has been digested, certain foods can leave an acidic environment in the body. High-acidic foods include high-protein foods, such as dairy, meats, fish, legumes and many grains.

An article in PubMed states that alkaline food sources or supplements are cations — sodium (Na⁺), potassium (K⁺), calcium (Ca²⁺) and magnesium (Mg²⁺) — that decrease calciuria and exert a protective effect on bone. On the other hand, acid foods or supplemental sources are anions — phosphate (PO₄⁻), sulfate (SO₄⁻), chloride (Cl⁻) and organic acids — that cause metabolic acidemia and increase calciuria when consumed in excess, which is harmful to bone health.

A 2016 study concluded that excessive dietary protein from foods with a high potential renal-acid load adversely affects bone, unless buffered by the consumption of alkali-rich foods or supplements. In vitro studies have shown that metabolic acidosis induces a calcium efflux from bone. In animal and human studies, an acid environment has been associated with a negative calcium balance and increased bone resorption. Further, any extracellular acidification enhances osteoclastic activity, which raises the absorption and removal of bone mineral.
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of osseous tissue. In vitro tests of the alkaline-phosphatase activity of osteoblasts, which had peaked strongly near pH 7.4, was reduced 8-fold at pH 6.9. A three-year study which looked at a diet rich in potassium, such as fruits and vegetables, as well as reduced acid load, resulted in preservation of muscle mass in older men and women. Otherwise, conditions such as chronic renal failure caused by chronic metabolic acidosis resulted in accelerated breakdown in skeletal muscle. Correcting acidosis may preserve muscle mass in conditions where muscle wasting is common, such as diabetic ketosis, trauma, sepsis, chronic obstructive lung disease and renal failure.

Reducing acid and kidney protection
According to an article in the Iranian journal Alkaline, diets rich in fruits and vegetables have a low net acid load, hence they not only exhibit favorable metabolic effects in patients with chronic kidney disease (CKD), but also seem to be safe. Various studies have disclosed that reducing dietary acid load via high consumption of fruits and vegetables in CKD patients can result in lower levels of kidney injury markers and urinary albumin excretion without developing hyperkalemia. According to the existing evidence, decreasing the acid residue through an alkaline diet may be an effective adjuvant kidney protective therapy.

BRANDON BURRELL is the founder of Alkaline Fresh, Alkaline Certified and Global Crew Services. After years of enjoying an alkaline diet, he realized that most consumers have limited options to purchase quick, healthy alkaline meals. He wanted to create a product that would benefit Americans and help fight adult and childhood obesity. To learn more go to alkcertified.com.

References can be found online at chiroeco.com
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DEVELOPING SOFT SKILLS AND SYSTEMS
The heart of the ‘business of chiropractic’

BY DANIEL A. SHAYNE, DC, CCSP, FIAMA
TIME TO READ: 6-8 MIN.

FOR ALL DOCTORS WHO HAVE BEEN IN PRACTICE FOR A WHILE (it’s your choice what “a while” means to you), let’s help new and newer practitioners launch their future right. Please, let’s guide our next generation of chiropractors to excellence, moral service, servant leadership and many forms of thriving success.

Established doctors need to ask themselves: “What have I learned that younger doctors need to know? What would I do differently if I could go back in time?”

The No. 1 piece of advice? Learn how to run the business of chiropractic.

This means finding a qualified mentor (a process which took me two decades) and learning what business “is.” The chiropractic business is in part — but only in part — your clinical skills (key deliverable). If your “ice cream” is mediocre, that won’t help you build your ice cream empire.

Sure, great marketing can help sell a mediocre product, but a superior product (in chiropractic’s case, the service) has a competitive advantage. The advice for new DCs is to develop your clinical skills throughout your career. Oh, and learn to protect yourself from bad habits or heroic adjusting moves. If you’re injured, you can’t serve others and earn a living.

Soft (people) skills
There are also soft skills, aka “people skills.” Without people — both patients and staff — you won’t have much of a practice.

Interpersonal skills matter. Blair Singer, author of “The
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ABCS of Building a Business Team that Wins,” writes, “True communication is the response you get.” Become a master listener, a student of people. Communication is a two-way process. Learn to actively listen.

Build your systems, but never become a robot. An exquisite “robot” chiropractor (or team member) is not as good as a top-notch communicator who is unconsciously competent at recognizing others and adapting to their learning and emotional styles.

Don’t be a spineless chiropractor (gross!) who lacks boundaries and standards, a chameleon who modifies treatment recommendations to make patients “happy” (and forever failing). But do use your ears and your heart, in addition to your mind and vocal cords. You might be surprised at what you see and hear, and the results to your bottom line (if that matters to you) will astound you.

Business systems

Don’t neglect your business systems. Define those systems in writing, and be sure everyone on your team understands them.

What’s your hiring system? Your onboarding and training system? Your new-patient attraction system? Your billing and collection system? How are phone calls handled? What’s your patient retention system? How do you explain and handle finances with patients? What’s your business model (cash-only, PI, insurance, a mix)? How do you develop treatment plans?

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How do you learn and grow from mistakes (they happen)? What are your documentation standards? What systems help you minimize audit risks? And many more.

Can you imagine a pilot who wasn’t trained to handle adverse weather? Prepare for all weather — especially weather you know is part of the chiropractic flight path.

Lastly (or maybe it should be firstly), there’s company culture. Who are you? What’s your vision, your mission, your values, your code of honor? Are they meaningful? Impactful? Part of who you are as an organization?

Be sure who you are and what you believe is clear and present throughout your corporate DNA. A snail egg produces a snail, never an oak tree. Build the machinery that produces what it’s designed to.

From whence come my insights? I credit everything I know to my coaching and business development team, as well as to many mentors I’ve had along the way. I’m grateful to generous and wise authors whose works I’ve devoured like water in a desert, and perhaps most importantly the “School of Hard Knocks.”

Sometimes we need to burn our own hand in a flame (or injure our own wrist or shoulder) to truly understand. It’s my hope you will make fewer mistakes than I have, and when you do make mistakes, celebrate them as learning opportunities.

DANIEL A. SHAYNE, DC, CCSP, FIAMA, is the clinical director of Performance Chiropractic LLC in Williamsburg, Va. A 1996 salutatorian magna cum laude graduate of Logan College of Chiropractic (now Logan University), he is the third chiropractor in his family.

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Tips for constructing an exit plan for one of the 5 types of buyers

BY MICHELLE SEILER TUCKER, M&AMI, CM&AP, CSBA
TIME TO READ: 11-13 MIN.

THE TAKEAWAY
The five types of buyers and the “6 P’s” that will lead you to build a sustainable, scalable and sellable business that a buyer will pay top dollar for.

TOO MANY BUSINESS OWNERS FAIL to properly plan their exit from day one, inhibiting them from creating the underlying foundation, systems and structure needed to build a business that will attract one of the five types of buyers.

Unfortunately, chiropractors are no exception. Oftentimes, when building their company, chiropractors end up building a job instead of a business. When this is the case, it inhibits the owner from working on their business, forcing them to work in it. Without the owner, there would be no business. Not only does this take away from the time the owner could be spending on building up and scaling their business, it also affects the salability of the company.

The 5 types of buyers
Each type of buyer (first-time, sophisticated, strategic, private equity groups and turnaround specialists) is looking to purchase a business, not a job. They want a full return on their investment as quickly as possible.

If the owner of the business is involved in the day-to-day operations of the company, then a buyer would be purchasing a job. The buyer will have to work harder to recoup their investment and spend hours building the business to the point where it is sustainable. This significantly lowers the attractiveness of the company, lowering its potential selling price. In order to ensure their company commands the highest possible price on the closing table, chiropractors need to ensure they build a business that is sustainable, scalable and sellable.

Your exit strategy
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be thinking of their exit strategy from day one, whereas a lot of doctors don’t think about their exit strategy until a catastrophic internal or external event occurs — and by that time it is too late.

However, my reasoning for that has changed slightly over the years. Back in 2013, when I wrote my first book, “Sell Your Business for More Than It’s Worth,” I researched small businesses extensively and found that 85-95% of all start-ups were at risk of going out of business within the first five years of operation.

When I did the same research to write my newest book, “Exit Rich,” however, I realized that the business landscape had changed substantially over the years. Now, only 30% of start-ups are at risk of going out of business in the first five years, but an astounding 70% out of 27.6 million businesses that have been in operation for 10 years or more will fail.

You hear about the public companies all the time, such as the big box stores like Toys ‘R’ Us, Kmart, Stein Mart and Pier 1. But you do not hear about the small businesses on every street corner, in every town, and in every state that are dropping like flies.

This is where my exit model comes in. It is a step-by-step blueprint that guides you in building your business from day one. It helps you understand your desired endgame so you can create the framework for building, scaling and selling your company. This allows you to build a business that will attract strategic buyers who will pay top dollar for your business. The exit model is broken into five different steps. I have also included an example for further explanation:

- Determine Your Destination — Desired Sales Price: $20 million
- Know Your Current Location — Current Business Value: $5 million
- Know Your Time Frame — Time Frame: 10 years
- Identify Who Your Buyers Will Be — Which type of buyers will be willing to pay the most for your business?
- Determine Your WHY — Why do you want to sell for $20 million?

Each step builds off the previous one, beginning with understanding your desired sales price and ending with determining your reason for selling your business. Following the exit model will help chiropractors plan their exit strategy from day one, understand which one of the five types of buyers will be interested in their business, and help them develop a “why” that is powerful enough to weather any financial storms they encounter.

Run your business on all 6 cylinders
The next step chiropractors should take to build a sustainable, scalable and sellable business is to ensure their business is operating on all six cylinders, which is crucial to building a business that is both profitable and efficient. Buyers will pay top dollar for a company that is operating on all six “P’s” or cylinders:

- People — For a buyer to consider a business to be sustainable, it must have the right people in place, so they do not have to invest time and money into hiring and training employees to run the company. With that being said, owners should analyze their current team to ensure they have the correct people in
Each of these live events follow FCA Guidelines for Clean and Safe Events

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*Approval anticipated in all but AZ, CA, OK, TN, WI

These events help underwrite lobbying activity on your behalf.
the appropriate seats. Once they have done this, they can then ask the "who" question. Who deals with accounting, legal, customer service, logistics, etc.? The objective here is to ensure that the owner is not next to the "who" because the business needs to be able to run without the owner. Especially in the chiropractic space, owners need to have other doctors in the practice. This way, when it comes time for the owner to sell, the patients don’t disappear with the owner. I am currently selling a chiropractic clinic that is having this exact issue. When buyers find out both of the chiropractors are leaving, they become uninterested and pass.

**Product** — It is pertinent to ask yourself if your product/industry is thriving or dying. It is also important to make sure your company services a niche with staying power. For example, a chiropractor could choose to specialize in servicing local athletes. Once the practice builds up a reputation for servicing this niche, athletes would choose this practice, instead of a generalized practice. Also, clinics should structure their business so they have multiple congruent revenue streams. For example, they could sell supplements and offer MD, orthopedic, neurosurgeon, physical therapy, and massage therapy services along with chiropractic services. Finally, just like any other business model, chiropractors need to AIM: “Always Innovate and Market.” Innovating is key to ensuring your products or services never become obsolete and keep up with changing customer demand. One way chiropractors can innovate is by implementing new technologies as advancements are made, such as scanning or laser therapy.

**Process** — This “P” is often overlooked but should never be ignored. In the eyes of buyers, processes could make or break a company. Processes are essential to a business and to building profits. Your company should not have to continuously reinvent the wheel. It should have a standard system for running both day-to-day and long-term operations. Processes should be efficient, productive and well-documented, and should be designed with the customer experience in mind. If you can nail this part, your business will grow exponentially.

---

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**80/20 RULE**

80% to 20% states that 80% of your revenue comes from 20% of your patients.

**Process** — This “P” is often overlooked but should never be ignored. In the eyes of buyers, processes could make or break a company. Processes are essential to a business and to building profits. Your company should not have to continuously reinvent the wheel. It should have a standard system for running both day-to-day and long-term operations. Processes should be efficient, productive and well-documented, and should be designed with the customer experience in mind. If you can nail this part, your business will grow exponentially.

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When buyers find out both of the chiropractors are leaving, they become uninterested and pass.
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Here’s to a better tomorrow... the one we’ll build together.
**Proprietary** — Proprietary assets, or intellectual property, make your company unique and help to tremendously drive up your business’s value. Intellectual property includes assets such as brands, trademarks, patents, databases, contracts in place, real estate, etc. All buyers are looking for an edge when purchasing a company, or a competitive advantage.

**Patrons** — A sustainable business has the ability to pivot when necessary due to adverse market conditions or changing customer demand. A diversified client base makes this possible and significantly minimizes operational risks. For example, you could service major medical, personal injury, workers comp., and alternative cases. There is an 80/20 rules that states that 80% of your revenue comes from 20% of your customers. If that 20% all comes from the same sector, however, and something happens to that sector, then 80% of your revenue is at stake. You should develop a diversified, loyal customer base that is willing to go out of their way to purchase your products and services.

**Profits** — Profits are one of the most profound “P’s,” because without profits, your clinic will not be sustainable. You should ask yourself if you have multiple congruent revenue streams and recurring income. Also, is your business generating over or under $1 million in EBITDA (earnings before interest, taxes, depreciation and amortization). Other than turnaround specialists (which will not allow you to maximize value), a buyer will not be interested in a business that is not making any money. Remember, however, that profits are never a problem, but a symptom of not operating on the other five “P’s.”

**Don’t leave money on the table**
According to Steve Forbes, “It’s stunning that so many business owners end up leaving so much equity on the table when they want to cash out.”

I have been in the chiropractic/multidisciplinary industry for over 20 years, and have built, operated and sold many practices. That is why I firmly believe that chiropractors who follow this advice are putting themselves in the best position possible to sell their practice for top dollar.

MICHELLE SEILER TUCKER, M&AMI, CM&AP, CSBA, is the founder and CEO of Seiler Tucker Incorporated. She owns multiple businesses in several different industries, and as a 20-year veteran in the M&A industry is regarded as one of the leading authorities on buying, selling, fixing and growing businesses. She and her firm have sold over a thousand businesses in almost every vertical and have a remarkable track record of success. Learn more at exitrichbook.com.
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WHAT COUNTS AS CHIROPRACTIC MARKETING?
Or, more accurately, what doesn’t?

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

THE TAKEAWAY
Free yourself by not putting marketing in a box. Look at it as everything you do, and take charge of the way you and your services are perceived.

IT’S ENTIRELY POSSIBLE to be a great health care provider and a terrible marketer. At this very moment, there’s probably a chiropractor out there somewhere (or MD, physiotherapist or other specialist), looking at their books and learning this unfortunate truth the hard way.

Broadly speaking, health care practitioners are an ambitious bunch. Many are drawn to the challenges and upsides of running their own practice, only to be faced with the reality that getting people in the door is often harder than treating them. Here’s the good news: You don’t have to go back to school to figure out how to market your services.

All you have to do is embrace this simple wisdom: Everything you do is marketing.

A new way to look at marketing
It’s hard to think “marketing” and not think billboards, commercials, direct mail and so on. For the slightly more digitally fluent practitioners, it might also conjure images of certain prolific chiropractors who have gained notoriety through YouTube videos and other social media.

Yes, those are marketing examples, and they absolutely can help (or hurt, if done poorly). But marketing is actually really simple. People suffer from the inability to market because they do not realize that everything you do is marketing — the sign in front
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Everything you do is marketing — the sign in front of your building, the state of your office/practice, and even how you dress.

of your building, the state of your office/practice, and even how you dress. Marketing comes down to how you want your product or service to be perceived in the market and nothing more.

Getting attention
Promotion is all about the words or the verbal communication you are going to use to get your product or service well thought of. It is how you simply describe what it is you are selling, and it should go over the benefits the user will experience from it.

Advertising, then, is anything you do to get attention, as the derivation of advertising is “to turn,” as in, to get heads to turn toward you. For simplicity’s sake: Does it introduce a product or service to the market (marketing)? Does it describe the benefits people immediately want or will think well of (promotion)? Does it grab attention (advertising)?

Let’s break this down in real-world terms:
  **Marketing** — Determine a service (or product) that everyone in the injury market needs (patients, non-injury-treating doctors, lawyers, insurers, etc.) and benefits from — how do you want this to be perceived? Keep in mind, the product or service may not be “chiropractic”; it might be more like “fast pain relief” or “fast and effective injury care,” and will include everything you do to achieve this (including adjustments, physical therapy, nutrition and more).

  **Promotion** — Describe it simply so that the benefits of your service are clearly apparent to the end user (patient, medical doctors, lawyers, insurers, etc.). Hire a copywriter if needed.

  **Advertising** — Anything you do to get attention for your service fits here. There are a wide variety of standard methods to do so and they may differ depending on who you’re trying to reach (patients, lawyers, other doctors, etc.).

Marketing supercharges superior service
Everything you do fits into marketing, promoting and advertising, and each area has its own skill sets. These basics are vital since you won’t get more business just because you use polite manners and make sure your building and offices are always clean, after all.

Though, actually, it depends. Patients (and employees, business partners, friends, family — everyone) notice a lot more than you might think. They pay attention to how you look and act (probably even how you smell), how you manage and speak to your employees and colleagues, how knowledgeable you are. Furthermore, research suggests that doctors’ attitudes don’t just matter to patients for the sake of politeness — they actually can affect the patient’s health.

All of these things factor into their decision to remain a customer of yours and whether to refer someone else, should the opportunity arise. This, of course, is word-of-mouth marketing.

Word-of-mouth marketing
Word-of-mouth marketing (which consists of the things people tell other people about you and your business) continues to be treated as a supplemental form across many industries and in many entrepreneurial communities.

Frankly, this is a mistake.

According to a previous Nielsen study, 92% of consumers trust the word of a friend or family member more than any other type of advertising. Even if that number has fluctuated in the years since the study, there’s no doubt that the figure remains staggering. What’s more, word-of-mouth referrals generate five times the sales of paid media impressions, and 64% of marketing executives polled believe it’s the most effective form of advertising.

Marketing never stops
These facts also help to reveal an even bigger truth about marketing — that its job is never done. Just like one billboard ad is unlikely to save a floundering practice, making the decision to embrace a new paradigm won’t turn things around overnight.

It will, however, set you on the path to success in the long run. Just like author Andy Andrews once said: “Everything you do matters. Every move you make, every action you take ... matters. Not just to you, or your family, or your business or hometown. Everything you do matters to all of us forever.”

JEFFREY CRONK, DC, JD, is a nationally recognized expert and thought leader on spinal ligament injuries, which are the number-one cause of pain and disability worldwide. He is CEO of Spinal Kinetics, a national medical company that provides CRMA (Computerized Radiographic Mensuration Analysis) to doctors who are testing for the severity and location of their patients’ spinal ligament injuries. He also serves as CEO of Biocybernetics Inc., which provides education for doctors and lawyers in the spinal ligament injury space through Smart Injury Doctors and Smart Injury Lawyers. He can be contacted at smartinjurydoctors.com.

References can be found online at chiroeco.com

MARKETING EXECUTIVES POLLED WHO BELIEVE WORD-OF-MOUTH IS THE MOST EFFECTIVE FORM OF ADVERTISING

![64%](image_url)
When Aspen Laser introduced the first high-powered 1064nm diode laser to the U.S. market in 2020, the paradigm for laser treatment experienced an monumental shift. This was a game-changing event in its truest sense, as the introduction of the 1064nm wavelength opened the door to expanded treatment options, which in turn has lead to greatly improved clinical outcomes.

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As a pioneer in the development of 1064nm technology, Aspen Laser remains committed to building upon its legacy of advancing the science of laser therapy. We invite you to explore our line of cutting-edge products and learn how superior technology paves the way to superior results.
“DIRECT MAIL ISN’T DEAD YET” AS DIRECT MAIL RESPONSE RATES ARE HIGH and can effectively target local patients combined with your digital marketing strategies.

If you double-checked the headline — yes, we did say “direct mail.” Lots of mediums that we thought were dead are making a comeback, or they didn’t truly go away completely in the first place — vinyl records, retro furniture, and ... direct mail. Direct mail response rates remain high and remain popular for reaching people to compliment your e-commerce and digital presence.

Combined with digital marketing
In 2019, marketers made direct mail fourth on their lists of what they spent money on by sending 53.7 billion pieces of postal mail.

“Direct mail isn’t dead yet,” says David Cusick, chief strategy officer of House Method, which is headquartered in Raleigh, N.C. “As they’ve become less common, the more they’ve become special and exciting for the recipients. Businesses should consider direct mail and combine it with their digital marketing strategies.”

Cusick answered our questions about direct mail, and what follows is our interview, edited for length and clarity.

Why are direct mail response rates still resonating with marketers?
Direct mail may feel outdated, but it’s still an effective way to reach your target audience and market your products and services. Direct mail response rates still have high ROI and it’s best paired with digital marketing strategies.

Chiropractors can take advantage of direct mail response rates as a marketing tool, especially as they target the local market.

What are some ways that chiropractors can use positive direct mail response rates to drive people to their e-commerce efforts?
Direct mail can help drive customers to your website and raise brand awareness. Chiropractors can send a card with educational information about what chiropractic care is, including answers to FAQs.

They can also include a discount code that the customer can use when they visit your website or your clinic. The informative mail can give them solutions to what they need, and the offer can encourage them to check you out.

What impact does direct mail have on recipients?
Direct mail feels more personal to people because fewer people or businesses send them. That makes direct mail more exciting. It feels as if the sender cares enough to send you something tangible like a personal letter or postcard.

Should there be specific offers that are only sent to patients via direct mail?
Yes, you can send special offers meant only to direct mail recipients. That makes it feel more personalized and exclusive.

How can chiropractors integrate their direct mail with their digital presence?
Chiropractors can use call-to-actions that prompt the recipients to go to the website or use social media to share about a challenge using a hashtag.

You can also add a QR code that they can scan, which sends them to your landing page.

For more on direct mail response rates and direct mail marketing see the Chiropractic Economics article archive at chiroeco.com/?s=direct+mail.

About Dee Cee Labs
Founded by Dr. Harry Hester in 1962, Dee Cee Labs has a company culture focused on helping folks discover a healthier quality of life through good, sound nutritional products. Their FDA-inspected and approved products are manufactured in-house and contain no harmful chemicals or preservatives. The belief in quality as a tradition, innovation as an ambition and service as a commitment is what drives them.

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For more content like this, visit chiroeco.com/new-practitioners.
DEAR DOCTOR OF CHIROPRACTIC,

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

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

WE’RE IN IT TOGETHER

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

THE DIFFERENCE?

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

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Sincerely,

Richard Vach
Editor-in-Chief
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FloraSure Probiotic features a clinical-strength, dairy-free, probiotic blend designed to help support balanced gut flora and relieve occasional digestive discomforts. It contains 20 billion live, active human probiotic bacteria selected specifically for survival and implantation to better support healthy intestinal activity. It helps with relief of occasional gas, irregularity, bloating, diarrhea, cramping and constipation.*
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CHIROPRACTIC BOOK

In June, Texas chiropractor and chiropractic orthopedic specialist Jeff Williams released his first book, “The Remarkable Truth About Chiropractic: A Unique Journey Into The Research.” Williams, a Fellow of the International Academy of Neuromusculoskeletal Medicine, is the writer, producer and host of The Chiropractic Forward Podcast (chiropracticforward.com). He wrote this book to pull readers toward the evidence-based, patient-centered side of health care, to tell the truth of chiropractic and the effectiveness its practitioners can have on patients in pain, to educate patients and practitioners, and to provide a quick research reference for practitioners creating content and educating their patients.

amazon.com
PATIENTS WHO COME TO YOU FOR CARE typically have very limited musculoskeletal information. Most aren’t aware that faulty foot dynamics affect the entire body and can be the hidden source of pain and discomfort in other areas like the hips, knees and spine.

Digital scanning is a highly effective way to assess patients’ feet for dysfunction, and a proven resource for educating patients about foot stabilization and custom orthotics as an integral part of natural, proactive health.

The power of three — the structure of the plantar vault
People are familiar with the words “arch support” but most have no idea that rather than just one arch, their feet have three. The plantar vault is comprised of the medial longitudinal arch, lateral longitudinal arch, and anterior transverse arch. The three arches work in tandem for optimal balance, movement and weight-bearing. Each arch needs to be in the proper position to perform its own role and support the function of the other two.

It’s common for the arches in each foot to be in varying stages of collapse, and for the degree of collapse to be different from foot to foot. This compromises the structural integrity of the entire body and alters centers of gravity in all the joints (Figure 1).

Consequences of instability
Arch imbalances contribute to overpronation, where the feet roll excessively inward. Just as practically every patient will have arch inequality, most will have some degree of overpronation, often significant. Since dysfunctional feet don’t usually hurt themselves, most patients don’t make the connection between their unbalanced foundation and conditions like Achilles tendonitis or pain in other areas like their lower back.

Untreated, even mild destabilization has an ongoing, cumulative effect on the body. Over time, it can impact your adjustments and the success of your treatments. For optimal outcomes, it’s crucial that scanning and restoring healthy alignment is part of every patient’s care. Custom stabilizing orthotics can relieve pain, increase mobility and decrease the risk for injuries.

By digitally scanning your patients’ feet in a natural, standing position, you can effectively assess the position of each arch and level of overpronation. This helps you see exactly how the patient’s feet function while they are weight-bearing. It’s fast, easy to do and engaging to patients. A digital kiosk is an attention-getting addition to your reception area, and simple for your staff to use.

A digital scan produces a detailed, full-color Report of Findings. It’s a useful solution for helping patients understand their foot function and how it’s affecting the structure of their body and could be contributing to pain and increasing their risk for injury. The easy, interactive steps of a scan help to facilitate conversation, prompt questions and dispel misinformation.

Custom orthotics
After you assess your patient’s stabilization needs, the digital scan is a proven tool for determining the style of custom orthotics that are best for them. This will help you achieve optimal care results, and higher patient compliance and satisfaction.

Flexible, stabilizing orthotics that support all three arches of the feet contribute to a balanced foundation. They’re backed by scientific research, proven to reduce lower back pain by 34.5%,* and have been trusted by the chiropractic profession for over 68 years.

References can be found online at chiroeco.com

FOR OPTIMAL OUTCOMES
— SCAN EVERY PATIENT

How digital foot scanning benefits your patients and practice

Chiropractic Economics Brandview | Foot Levelers

A patient using the digital kiosk

Figure 1
This took only **30 seconds** with the **FOOT LEVELERS KIOSK**

![Foot Levelers Kiosk Image]

Before

![Foot Scan Image] (15.5 mm)

Immediately After wearing Foot Levelers custom orthotics

![Foot Scan Image] (4 mm)

“We take a foot scan of every patient. We recommend custom orthotics for almost every patient because it’s key to setting up a foundation for the rest of your care to have the best results. Patients really enjoy when we show them the results of their scan. It clicks as to “Why am I feeling the way I’m feeling” and gives them hope.”

~ Dr. Amanda Bledsoe

Bledsoe Chiropractic, Conway, AR

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SOFTWARE

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

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