ISSUE #10: JUNE 22, 2009

Chiropractic ECONOMICS

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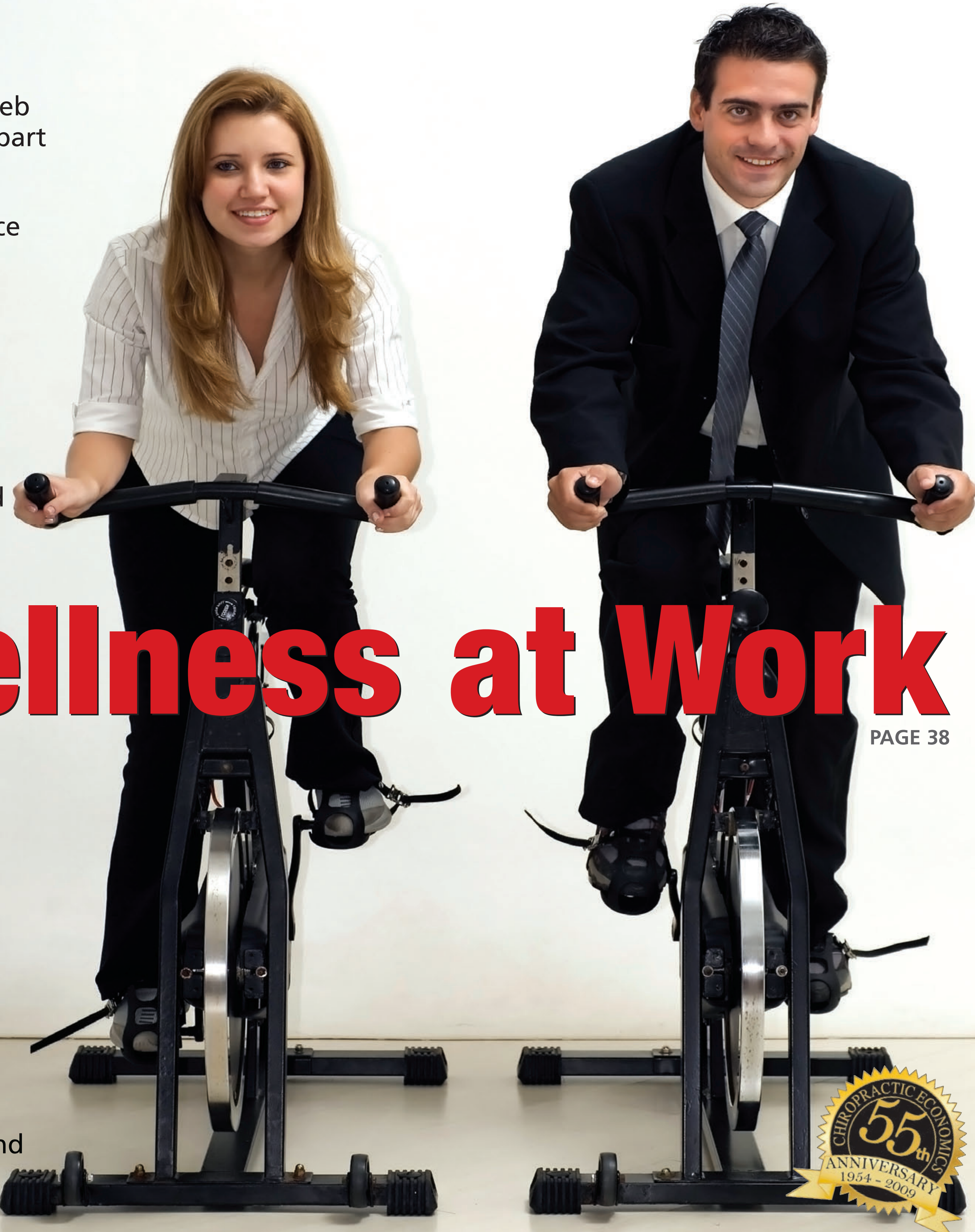

Wellness at Work

CHIROPRACTIC ECONOMICS 55th ANNIVERSARY 1954 - 2009

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Calcifood®, Ostrophin PMG®, and Cataplex® D, used together, were found to decrease urinary deoxypyridinoline (Dpd), while maintaining osteocalcin levels (see chart).

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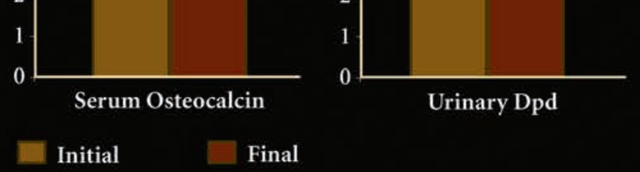

During a three-month trial, patients with osteopenia were given Calcifood®, Ostrophin PMG®, and Cataplex® D at the regular dosage. Osteocalcin was unchanged while urinary Dpd, a marker used to assess relative rates of bone loss secretion, decreased 18%. Decreased Dpd suggests that less bone was lost over the three months. No change in osteocalcin further suggests a positive environment for bone formation.

*These statements have not been evaluated by the Food and Drug Administration. These products are not intended to diagnose, treat, cure, or prevent any disease.

contents

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Chiropractic Economics hosts a free Webinar series on the first Tuesday of each month at 2 p.m. Sign up for our next Webinar or view our archive at **www.ChiroEco.com/FirstTuesday.**

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Visit **www.ChiroEco.com/jobboard** for employment opportunity listings for:

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- Massage Therapists
- Multidisciplinary Practice Opportunities
- Office Management
- Temporary Positions
- Other

More from this issue

To learn more about corporate wellness programs read "DCs are key players in corporate wellness" available at **www.chiroeco.com/corporate.**

Resources for Canadian DCs

Our Web site section for Canadian DCs features news from schools, organizations, and seminars. The site also includes Canada-specific coding and billing information. Check it out at **www.ChiroEco.com/Canada.**

Resource Guide and Directory

Our patient retention resource guide and directory is now available online at **www.ChiroEco.com/directory.**

Online Poll

Have you considered enrolling your employees in a corporate wellness program?

To enter your response and view the results of our last poll, visit **www.ChiroEco.com.**

Expert Insights

Blogs by Jean Murray, Perry Nickelston, Michelle Geller-Vino, Kelly Robbins, Kathy Mills Chang, Jasper Sidhu, Paul Varnas, and the *Chiropractic Economics* editorial staff. We have chosen these bloggers from different niches: Practice startup, reimbursement, strategies from the 'real world' of chiropractic, and the chiropractic press. We do this to make sure you get the big picture about chiropractic success.

The Chiropractic Marketing Connection
Stand on the rooftop and declare your chiropractic niche!
By Kelly Robbins
www.ChiroEco.com/robbins

ChiroMasterMind
Shoulder pain? Think hip... really?
By Perry Nickelston
www.ChiroEco.com/nickelston

Electronic Claim Processing Clearinghouse
Line by line.
By Andrew Nauenburg
www.ChiroEco.com/nauenburg

A winning combination

Right 06, left 22, right 09. We'd like to tell you that was the combination to all the practice secrets in the world….

…But we can't. We don't have that and we're not sure anyone really does. What we do have are some proven winning combinations that you could implement to help enhance your practice.

Let me know what's on your mind:
904-567-1539
Fax: 904-285-9944
wbautista@chiroeco.com

In this issue of *Chiropractic Economics*, we discuss how a winning Web site can differentiate your practice from others and help your practice's future success in "www stands for win, win, win!" on page 17.

Our feature story on page 38, "Wellness at work," reveals how Standard Process' award-winning model of a corporate wellness program may help you implement one for your practice or a business near you. Putting wellness to work for you as well as having wellness in the workplace is a definite winning combination.

Adding a partner can also be a winning combination if it is done correctly. "Sharing fame and blame" on page 23 exposes the good, the bad, and everything in between on what you need to know when adding a partner so you can be prepared and ensure it is a winning combination.

What inevitably will make a successful practice is you and your patients, and the relationships you build with them is what will keep them coming back. Ensure everyone's success by making your combination the winning combination.

Wishing you success,

Wendy Bautista, Editor

CHIROPRACTIC'S TIMELINE

As part of our celebrating 55 years in the profession, *Chiropractic Economics* will feature a section of the chiropractic historical timeline in each issue leading up to 2009.

2000 President Clinton signed into law *Permanent Chiropractic Benefit for Military.*

2000 The BLS reports employment of chiropractors is expected to grow faster than the average for all occupations through the year 2008.

2000 Spurred on by reader demand for more information *Chiropractic Economics* expanded its publishing schedule to become a monthly publication.

2002 *Chiropractic Economics* expanded its publishing schedule to publish 12 "regular" issues, plus an annual Buyers' Guide, for a total of 13 issues.

2003 A headline in the June 3 issue of the *Wall Street Journal* states that the, "Chiropractic benefit is questioned. Manipulating the spine appears no more effective in treating back pain than alternatives."

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Editorial Director
Stanford Erickson
serickson@chiroeco.com

Editor
Wendy Bautista
wbautista@chiroeco.com

Assistant Editor
Ryan Daley
rdaley@chiroeco.com

Editorial Assistant
Melissa Heyboer
mheyboer@chiroeco.com

Art Director
Christine Wojton
cwojton@chiroeco.com

Production Assistant
Nicole Evans
nevans@chiroeco.com

Vice President, Web Operations/ Audience Development
Manuel Lirio
mlirio@chiroeco.com

Web Developer
Juan Correa
jcorrea@chiroeco.com

Accountant
Joel Thompson
jthompson@chiroeco.com

National Account Executives
Jeff Pruitt, 904-567-1542
jpruitt@chiroeco.com

Janice Ruddiman Long, 904-567-1541
jlong@chiroeco.com

Joel Morris, 904-567-1548
jmorris@chiroeco.com

Charles Zittin, 904-567-1534
czittin@chiroeco.com

Advertising Coordinator
Hustin Wildman, 904-567-1543
hwildman@chirioeco.com

Classifieds Account Executive
Sidney Duncan III, 904-567-1547
sduncan@chiroeco.com

President/CEO
Joseph D. Doyle
jdoyle@chiroeco.com

Vice President, Business Development
Kevin Noonan
knoonan@chiroeco.com

Business & Editorial Offices
5150 Palm Valley Rd., Ste. 103
Ponte Vedra Beach, FL 32082
Phone: 904-285-6020, Fax: 904-285-9944
www.chiroeco.com

Founded 1954
William L. Luckey and Helen C. Luckey

TOP NEWS

Alternative medicine fits new healthcare system, President Obama says

President Barack Obama expressed his openness to including complementary and alternative modalities (CAM) in a U.S. healthcare system during a recent Town Hall meeting in Arnold, Mo.

"We should do what works," President Obama said. "I think it is pretty well documented through scientific studies that acupuncture, for example, can be very helpful in relieving certain things like migraines and other ailments — or at least as effective as more intrusive interventions."

The question eliciting the response was posed by a licensed acupuncturist and massage therapist who asked President Obama how alternative medicine would fit into his new healthcare system.

Source: American Herbal Products Association, www.ahpa.org

A complete transcript is available at www.ChiroEco.com/WhiteHouse.

Chiropractic Summit V issues call to action

Chiropractic Summit V, which convened May 14 in Washington, D.C., has issued this historic CALL TO ACTION to the chiropractic profession, urging every doctor of chiropractic, state association, chiropractic student and chiropractic patient, to represent chiropractic in the national health reform debate.

This unified nationwide call follows an intensive day-long Summit session in which members of congress, congressional staff, and key leaders in chiropractic and in public policy examined the precise state of national healthcare reform discussions to determine how and where the chiropractic profession will be most effective in directing messages of concern and calls for inclusion in any reform program.

It is imperative to take immediate action to help ensure your interests and those of your patients are fully protected in any final legislation likely to emerge from Congress.

Specifically, we must:

A) Guarantee that essential services delivered by a DC are included as a covered benefit under any national reform plan.

B) Ensure that all plans (including Medicare) allow for full direct access to the providers and healthcare pathways of their choice. Every patient should have the right to choose and be reimbursed for all healthcare services from DCs without barriers and limitations that unfairly restrict their freedom of choice.

C) Defeat any attempt to impose an MD-referral requirement for patients to obtain access to chiropractic care.

This is what you need to do today:

1) Contact your members of Congress (House Member and two U.S. Senators) immediately using ACA's Legislative Action Center or ICA's www.AdjustTheVote.org. At both sites, you can sign on to mobilize your patients and send regular appropriate pre-prepared messages to Congress quickly and efficiently.

2) Contact the President of the United States immediately via www.HealthReform.gov and write a letter expressing your personal wishes regarding chiropractic inclusion in any reform proposal. Address your letter to:

Barack Obama
President of the United States
The White House
1600 Pennsylvania Avenue NW
Washington, DC 20500

Source: Congress of Chiropractic State Associations, www.cocsa.org

Boy Scouts of America close door on DC physicals

The Boy Scouts of America (BSA) recently implemented a policy that does not allow doctors of chiropractic (DC) to provide the mandatory BSA physical to Boy Scouts.

The American Chiropractic Association (ACA) is currently working with other chiropractic organizations to provide BSA with additional information regarding the educational credentials of DCs and their ability and licensure to perform physicals.

If you or your affected patient(s) would like to comment to BSA directly regarding this policy change, contact the local BSA council or call the BSA main office at 972-580-2000.

If you would like your comments included in ACA's correspondence to BSA, please forward them to insinfo@acatoday.org.

Source: American Chiropractic Association, www.acatoday.org

Go to www.ChiroEco.com for more news that affects your practice and its growth.

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FOOT LEVELERS

Phone: 1.800.553.4860 • Fax: 1.540.345.0202 • FootLevelers.com

NYCC President named ACC president

New York Chiropractic College (NYCC) president Frank J. Nicchi, DC, MS, was recently elected president of the Association of Chiropractic Colleges, (ACC) a consortium of some 19 chiropractic colleges located in the United States, Canada, and New Zealand.

According to David O'Bryon, JD, the association's executive director since 1996, the organization assists its member institutions by providing leadership in chiropractic education, research, and service.

Nicchi has been a member of the ACC Board of Directors since September 2000 and was previously the organization's vice president, treasurer, and chair of the institutional statistics committee.

Nicchi also serves on the Board of the Academic Consortium for Complementary and Alternative Health Care (ACCAHC) as the ACC representative.

Source: New York Chiropractic College, www.nycc.edu

OIG report on chiropractic Medicare payments released

A report from the Department of Health and Human Services Office of Inspector General evaluating inappropriate Medicare payments for chiropractic services was released late Wednesday, May 6.

The American Chiropractic Association (ACA) Board of Governors and senior staff, as well as the Medicare Committee and Performance Measures Work Group, have been awaiting the report's release, and are reviewing the full report and its findings.

Source: American Chiropractic Association, www.acatoday.org

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COLLEGE NEWS

Sherman professor publishes book on economic crisis

Sherman College of Straight Chiropractic associate professor and best selling chiropractic author John Reizer, DC, has written and published his sixth book on the subject of chiropractic and his ninth book overall.

Reizer says his latest book is a timely publication about the downturn in our nation's economy and how this scenario will likely impact the chiropractic profession.

Reizer's new book, *Depression-Proofing Your Chiropractic Career: How to Keep Your Business and Family Safe*, touches on a wide variety of subjects and ultimately describes to readers how a global conspiracy has been placed into motion in an effort to manipulate the world's economy.

Source: Sherman College of Straight Chiropractic, www.sherman.edu

INDUSTRY NEWS

Federal lawsuit dismissed against Axiom, all defendants

On May 20, 2009, United States District Judge Virginia Hernandez Covington dismissed the lawsuit styled United States of America ex rel., Greg Westfall and Suzanne Westfall vs. Axiom Worldwide, Inc., Axiom Worldwide, LLC, James J. Gibson, Jr., Nicholas Exarhos, Timothy Exarhos, Peer Review.

To view the Court's order in its entirety, visit www.ChiroEco.com/dismissed.

Network Inc., Case No. 8:06–CV–571–T–33TBM. The lawsuit, filed by Greg and Suzanne Westfall on behalf of the United States under the federal False Claims Act, had been pending in the United States District Court for the Middle District of Florida, Tampa Division, since 2006. Lawsuits filed under the False Claims Act are commonly referred to as "qui tam" suits. CE

Source: Axiom Worldwide, www.axiomworldwide.com

www stands for win, win, win!

How your Web site can differentiate your practice from others

By Yamia Benhaim

No one needs to explain to you that generating and retaining patients is the very essence of your practice's future success.

Even with the best philosophy, tools, and technology, your practice will not succeed if you cannot generate interest and convert prospects into lifelong patients.

While there are many ways in which you can set about achieving this objective, the Web is one of the best and most-efficient ways of generating business in an economical and relevant way.

Maybe you are starting a practice or just feeling the pinch of the current state of today's economy — whatever the obstacles are, it is not enough to have a small Yellow Pages ad, put up a plain Web site, and call it a day when it comes to marketing your practice.

Your Web site is often the first impression made on potential patients and is the very representation of your practice. It should be developed, scrutinized, and cultivated just as much as your office design, brand of chiropractic table, and hiring and training of your staff. It is that crucial, and if you aren't treating it as such, you are possibly minimizing the future success of your practice.

Your Web site works on your behalf 24 hours a day, seven days a week. It represents you and your practice by explaining your services, elaborating on your philosophy, and educating about the need for chiropractic care.

It is the only tool that allows patients to read about you, your office, and your services in detail before contacting you for an appointment. With that in mind, isn't it important to make sure it sets you apart?

The element of impression

Just as a quality site can create a positive image for your practice, a weak (or nonexistent) Web site can create a negative image and keep prospects from calling your office.

What elements will make a difference in impressing potential patients? Some factors may be obvious, while others are not.

• **Professional design.** This doesn't mean you have to spend $10,000 on a fully custom site, but design does matter — and there are several affordable chiropractic Web companies that provide professional-looking sites for reasonable rates.

Make sure your Web site is clean, sharp, and professional. Building a site that looks like a plain, unimaginative template can give the impression that you didn't put any effort into the design.

• **Consistent brand.** Everything in your practice should have a consistent look and feel — including your Web site.

Your Web site must resemble your physical practice and emulate the same "brand" that patients would recognize from the office itself. Basically, if you were to print an oversized picture of your Web site and put it on the wall, it should blend with the look and feel in your practice.

• **Search engine optimization (SEO).** One of the best ways to set apart your office from the competition is by being the easiest to find and the most consistent name coming across all mediums of advertising. When someone does a search online in your area, it is imperative that your practice shows up as high on that list as possible, otherwise you will miss all that traffic — and the potential patients.

> Your Web site is often the first impression made on potential patients and is the very representation of your practice.

• **Content.** Content is key to any Web site because it communicates what you do and helps determine what search keywords will bring up your Web site.

If your Web site is nothing more than an online business card telling patients your name, location, and how to contact you, you are not setting yourself apart. You need to update your site with changing, relevant chiropractic and wellness content. When you do, patients will begin to know and trust you as an educational resource.

• **Efficiency.** Having online forms, driving directions to the office, and video exercises to watch from home all give patients a practical reason for using your Web site regularly.

Online forms that can be submitted from home makes things easier for your patients and your staff. Filling out paperwork at home cuts down on wasted time during their first appointment, and, in some cases, the information can already be in the software before the patient comes in.

• **Education.** Patients need to be educated on chiropractic and the importance of consistent care, and that ongoing patient education is vital to retaining lifelong patients.

Having your Web site educate and interact with your


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patients can help achieve those lifelong patients, and, if done correctly, can also be used to educate during regular visits or report of findings.

• **Blog.** A blog provides a casual platform for you to relate to your patients on a number of levels and creates an online community where patients can read about and discuss lifestyle information and ideas.

Encourage them to share tips with each other and create a place where dialogue can occur. Instead of linking to an external blog and sending them away from your site, choose a site with a fully integrated blog so patients can read your blog and then scroll down to request an appointment or give you a call.

• **Exercise videos.** Another method of increasing patient involvement with your Web site and creating an added "touch" to your practice is to include online videos.

A good example of this is when a patient comes to you for chiropractic care and needs back exercises or neck stretches.

After your initial demonstration, you can direct him to your Web site for more instruction where he can watch a video of each exercise from the comfort of his home.

• **Exclusive members' area.** Once patients are actively involved in your practice, provide a special section of the site for them. They probably won't need to read your bio information or get a map to the office, but they might need to print handouts or see exercises you recommended.

With an exclusive, password-protected portion of your Web site you can offer this sense of ownership while controlling who can access it.

Your practice not only needs a Web site, it needs a *quality* site that sets your practice apart from others in the area.

When choosing a Web site provider, take these suggestions into account and go with a Web site company that will differentiate your practice from the competition.

Start generating patients online and give your patients a Web site they will love to visit time and time again.

Yamia Benhaim is the director of business development at ChiroMatrix, a chiropractic Web site firm specializing in design, marketing, and consulting services for the chiropractic community. She can be contacted at 800-462-8749 or through www.chiromatrix.com.

Sharing fame and blame

What you need to know when adding a partner

By Larry Jensen, MBA

Bringing a partner into your practice can be the best of times, or it can be the worst of times.

The old adage of "an ounce of prevention is worth a pound of cure" is very applicable to the planning and discussions required in forming a partnership. Much can be controlled if proper planning and forethought is put into place before the partnership begins.

One of the first questions you should ask before adding a partner is, "Is there a compelling reason to bring on a partner?" and then ask if that reason compels both partners.

On the plus side

A number of good reasons exist as to why you should bring on a partner. One of the top reasons is the additional skill set. If one partner is skilled at marketing and the other is a numbers person, it can be greatly beneficial to the partnership when each partner operates within their skill set.

(Note: In this article, the word "partnership" refers to the relationship between individuals — not to the legal or tax entity form of an organization, such as a partnership or corporation.)

Another top reason would be the business companionship and support. The demands of business can become isolating and burdensome, but a partner can be there to pick you up and talk you through difficult times, or take up your patient load if you need time off or to take a vacation. Many owners nearing retirement find that taking on a partner who can eventually purchase their interest in the practice is a benefit and the best exit strategy.

You also benefit from the additional personal and business contacts each of you bring to the practice, as well as more alternatives in business decision-making by the shared common experience of both partners.

There is no greater sense of fulfillment than seeing your vision brought to fruition — and two or more people sharing and working to fulfill that vision can accomplish it in less time and with less effort.

But with vision can also come risk and maybe the financial risks of the practice are more than you are comfortable accepting. A partnership allows both of you to share in that risk.

On the down side

You may be asking yourself: Why are there not more partnerships? In truth, there is a leveraging effect in having a partner.

The problem is this leverage, if improperly channeled, can work against you and problems can multiply with the addition of a partner.

One reason partnerships fail is that anytime two people work together long enough, disagreements will arise. The partnership is only as strong as the partners' ability to navigate through these disagreements and emerge stronger on the other side.

This is one reason that defining the shared vision is so important at the onset. If focus is shifted onto accomplishing the vision, disagreements can be resolved. If the disagreement becomes bigger than the vision, the partnership can fail.

As two people work together, they may also experience personal conflict. Partners must possess the ability to resolve those personal conflicts and avoid outbursts of anger and emotion as those destroy the relationship. A partnership can fail if one partner loses respect for the other.

Strong partnerships leave room for opposing views and negotiation, but you must keep in mind that time has a way of changing a person's level of commitment. Children, marriage, retirement horizon, financial security, personal beliefs, and values all may have an influence on the level of commitment of the partners.

The ability to communicate and navigate through these changes will determine the strength of the partnership. No two people will always agree on everything; however, if your underlying values are significantly different, the partnership may be in trouble.

You also want to make sure you have each partner's roles and responsibilities established before entering into an agreement, and ensure those roles are thought through, discussed, put in writing, and respected by all partners.

The partnership agreement

Some tough decisions need to be addressed, well thought out, and agreed upon before ever entering into a partnership agreement — including each partner's roles, responsibilities, and exit strategies.

A number of points or questions your partnership agreement should cover include:

- How will you structure time off?
- Under what situations may one partner obligate the other?
- Will the partnership or the partners own or rent the office space?
- Will the partnership own assets used by the partners outside of

their normal business setting?

- How much money will be taken out of the partnership? Timing of these distributions will need to be discussed.
- How much money will be kept in the partnership? How will the owners be paid for this use of capital?
- Who will make the banking arrangements and who can obligate the partnership and/or other partner(s)?
- Will you have in-house accounting staff? Who will direct them? Who will choose your CPA? Will you have regular meetings to discuss financial results?
- Since money will be taken out of the partnership to compensate the partners, provision for estimated tax payments will be part of the drawing on account.
- What procedures must be followed if a partner plans on retiring? Who will be eligible to purchase their partnership interest?
- In the unfortunate event of a partner's death, will the partnership continue? How will the surviving spouse and/or heirs be treated?
- Will the partnership fund a retirement plan for the partners?
- What happens if a partner is disabled, long-term and short-term?
- When will they be paid for their interest? What if no one is willing to purchase the partner's interest?
- How will the partnership be valued in the exchange of a partnership interest?
- What can the partners do in the unfortunate situation of needing to remove a partner?
- What is the procedure if there is an unresolved dispute? Can legal action be avoided?
- What if spouses suddenly want to be involved in managing the partnership? Are spouses or children allowed to work for the partnership? Who will decide how much they are paid? Who will decide to terminate employment if necessary?

There may be additional issues to address, but this list should begin to make you aware of all of the critical issues that need to be included in any partnership arrangement.

Finding an attorney with experience in establishing partnerships can be extremely valuable and well worth the cost and effort involved. CE

Larry Jensen, MBA, is the accounting manager for Hooper Cornell, P.L.L.C., a CPA firm located in Boise, Idaho, specializing in healthcare services. He can be reached at 208-344-2527, ljensen@hoopercornell.com, or through www.hoopercornell.com.

The #1 practice builder

By Bob Levoy

What single factor contributes most to the success of your practice?

Nothing comes close to the importance of having a great reputation among patients, allied healthcare providers, lawyers, and others in a position to make referrals to your office.

The following are some reputation management strategies that may be helpful in achieving your goals:

• **It starts at the top.** No matter what the core values of the practice are — a commitment to excellence, kindness, courtesy, ethics, friendliness, confidentiality, punctuality, or something else — you the doctor, must take the lead in living those values and set an example.

"You must decide what you stand for and then you must align every one of your systems to reinforce it," says John Young, recently retired human resources executive of the Four Seasons hotel chain. "You recruit for it, you select for it, you orient for it, you train for it, you reward it, you promote for it, and you terminate those who don't have it."

• **Hire the best people and keep them happy.** When a practice becomes known for being the best, the best people want to work there. What's more, they want to stay on the job. And staff longevity pays off.

Since launching their Web site, North Suburban Dental Associates in Skokie, Ill., has found that staff longevity has proved to be an important factor to the people who visit the site before showing up at the office.

"We have found," says Dr. Barry Freydberg, "that staff longevity has been a major confidence builder in new patients we haven't met yet. We didn't know that this would have an influence on new patients, but it has. Our credibility gets a boost based on staff longevity."

• **Ask for feedback.** It's impossible to see your practice as others see it. So periodically, ask patients, allied healthcare providers, lawyers, and others about their experiences with your practice.

Consider asking a local business college's marketing department if they'd be interested in doing surveys of these groups as a class project. If so, let them develop the questions and analyze the results.

It may open your eyes to factors you've overlooked or underestimated

• **Appearances count; upgrade your image.** "Visual credibility" plays a huge role in building a great reputation. However firmly you believe the adage, "You can't judge a book by its cover," patients and referring healthcare providers will do just that.

If they see a messy office, out-of-date equipment, perhaps "gimmicky" stationery and business cards, they may question your competence and commitment to excellence.

Your practice should in every respect reflect the reputation you want to build.

• **Exceed patients' expectations on every visit.** When asked about their experience, patients whose expectations for quality care and personal service have been exceeded, talk in glowing terms about the practice and the people in it.

They're more than "satisfied." They're genuinely *enthusiastic* and as a result, make referrals; convince family members to come to you; thank the friend, physician, lawyer, or whoever referred them; and pay their bills cheerfully and promptly. And such patients are intensely loyal.

When you make reputation management an essential ingredient of your overall strategy for practice growth, an interesting thing happens: Your employees benefit as much (or possibly more) than your patients.

They take greater pride in where they work and what they do — and are eager to tell others about it.

As investor/philanthropist Warren Buffet has said, "It takes 20 years to build a reputation and five minutes to ruin it. If you think about that, you'll do things differently." CE

Bob Levoy's newest book, *222 Secrets of Hiring, Managing, and Retaining Great Employees in Healthcare Practices,* is published by Jones and Bartlett Publishers. He can be reached at b.levoy@att.net.

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The great benefit to being you

By Monica Wofford, CSP

Knowing what drives your thoughts, actions, and behaviors is one of the best ways of being able to improve them.

But improvement isn't always necessary. Sometimes you just need to know these things to manage yourself — and you have to know how to do that before you can manage others.

A few tips you can use to get to know yourself and then, of course, manage what you know, include:

• **Paying attention.** It sounds like an easy thing to do; however, paying attention takes practice and persistence. At first it *can* be easy, and then you get in to the habit of doing things the same old way without any forethought or notice.

Keep an eye on how often you interrupt people, how many times you put your office through a "campaign of the week," or how many times you forget that new direction as fast as you put it in place.

The more often you do this, the less often employees will care about your new direction. If you have the "something shiny" syndrome, pay attention to what you are doing to, in spite of, and in cooperation with the others you work with.

• **Finding out more.** Human beings are fascinating creatures. We are a mix of psychology, physiology, and physicality — among other things.

Each person is at a unique level of development with a unique combination of behaviors, preferences, and wiring. Find out more about who you are, how you are wired, and where it all comes from.

You don't have to get a degree in psychology to figure it out — ask a friend, consult a family member, or maybe even get a coach. The more you know, the more you grow — and the more you grow, the more you can help others to do the same. Isn't that the whole point of being a leader?

• **Talking back.** No longer do you need to take what that voice or "person" in your mind says to be true at face value — take a stand and talk back.

Challenge yourself to spend some time not only talking to yourself in the form of questions to verify what is truth and what is fiction, but also ask questions of those you work with.

Get their feedback instead of assuming. Get their take and then make decisions on how you will respond, rather than react.

• **Taking back control.** Years ago, Tom Miller, author of *Self Discipline and Emotional Control* made an analogy that compared the conscious to a rider and the subconscious to a horse.

He made mention of the fact that the horse may be bigger, stronger, and able to bully you into doing things, but the rider is more intelligent, savvy, and creative in finding a new solution or method.

If you find yourself always doing things out of reaction, then you are acting with the horse — it's time to take back control and become the rider. Act with conscious intention and learn what yours is so you can use it and control it a bit better.

• **Learning to listen.** It pays to listen. Not only will you be well served by listening to others, but you will find it helps you to listen to yourself.

Listen to what you say and to the responses it elicits. Listen to what others say and the emotions it triggers. Listen to how an emotion can engage without you even realizing it. Listen to how the slightest change in tone of voice can dramatically change the entire sentence. Listening is powerful stuff, and it is only when you listen with clarity that you will hear accurately.

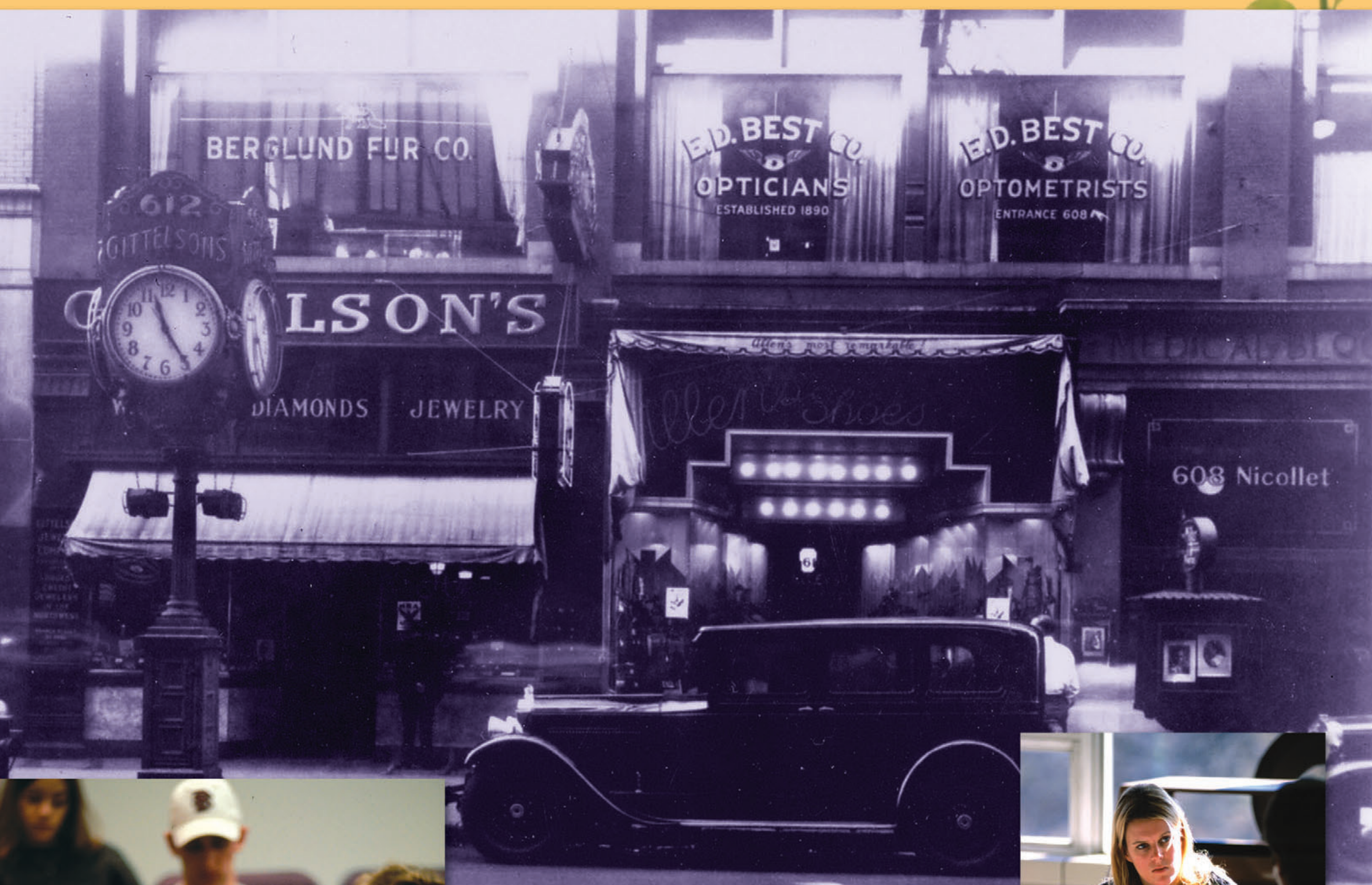
There is great benefit to being you. There is only one of you and the more you know about you the better you will be at working with others. Not everyone else will know themselves, so sometimes you are battling the voice in their head as much as you are yours.

The key is to become aware of who you are, how you act, and how that lands on others. With this newfound awareness and a few simple methods, you will find you're well on your way to not only managing you, but leading, you.

Monica Wofford, CSP, is the CEO of Contagious Companies and a nationally known trainer, speaker, coach, and author of *Contagious Leadership* and *Contagious Chiropractic Customer Service.* She can be reached at 866-382-0121 or info@monicawofford.com.

A Community of Caring

Northwestern's Unique Community Inspires the Hearts and Minds of Students



In 1941, John B. Wolfe and a handful of fellow chiropractors took up hammers and began building Northwestern College of Chiropractic on the sixth floor of the WT Grant Building (pictured at left) in downtown Minneapolis, Minnesota. Neither Dr. Wolfe, the founder of Northwestern, nor any of the other chiropractors were paid for their work to build the College – each gave of his time and energy because he believed in a larger sense of purpose; because he wanted to build a community of people who cared. From that day 68 years ago, Northwestern has built one of the leading natural health care universities in the world based on the premise of two simple words "***We Care***."

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Perhaps that is why our students do so well on national boards. Or why so many become successful doctors of chiropractic. If you know an exceptional and compassionate individual who is interested in attending a university where their hearts and minds will be nourished, and where they can ***learn to make a difference in the world***, then have them contact an admissions representative at:

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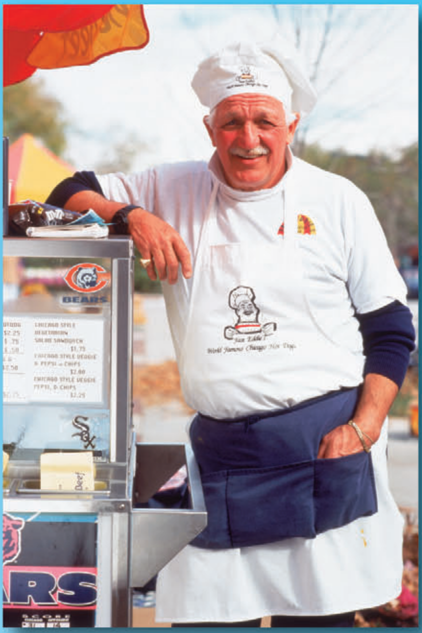

Hi! I'm Dr. Karen Walters, D.C… a 1982 NYCC graduate licensed in FL, NY, NJ, and VA… an Adjunct Professor at a local college here in NJ… and the founder/owner of a 24 year old multi-provider, multi-disciplinary practice.

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Why instrument adjusting?

10 reasons why you should incorporate this technique

By Christopher J. Colloca, DC

Instrument adjusting has become one of the most commonly used techniques in today's chiropractic practice.

It is second only to diversified-type manual spinal manipulation, according to the National Board of Chiropractic Examiners Survey of 2000.

From ease of use to providing added safety to a patient encounter, adjusting instruments have provided a new dimension to the chiropractic practice. Likewise, instrument adjusting has expanded the range of conditions and patients that can now be more easily managed with chiropractic care.

Following are the top 10 most popular reasons why you should incorporate instrument adjusting into your practice.

10. A mechanical advantage. Biomechanically speaking, chiropractic adjustments are delivered to move the bones of the spine. Newton's Second Law is force equals mass times acceleration ($F = ma$). Adjusting instruments take advantage of the acceleration part of the equation in providing large accelerations with a substantially smaller mass.

In contrast, force manual adjustments require the use of more mass (weight) because of our physical limitations in achieving accelerations. Increasing the speed component of chiropractic thrusts has been found to be associated with the elicitation of neuromuscular reflexes thought to be related to the mechanisms underlying successful treatments.[1-3]

Instrument adjustment speed also allows you to deliver the thrust faster than the patient's natural tendency to tighten up and resist the adjustment.

Stress is another consideration among the mechanical advantages of instrument adjusting. In continuum mechanics, stress is a measure of the average amount of force exerted per unit area, where stress equals force divided by area ($\hat{U} = f/a$).

When you contact the spine with your hand (pisiform), the surface area over which the force is produced is relatively large compared to the stylus of an adjusting instrument. Thus, the resultant stress felt by the tissue with manual adjustments are appreciably less with force being the same.

Adjusting instruments can achieve an appreciable stress to the spine, while keeping forces relatively low due to their small contact area with the patient — thereby less force is required to achieve the same stresses imparted to the spine with manual adjustments.

Appreciating the concept of stress with the understanding of the high accelerations achieved with instrument adjusting and its easy to explain how studies have shown that the same amount of intersegmental bone movement can be achieved with instrument adjusting as manual techniques.[4,5]

9. Safety. There are instances where you may have a concern of manually adjusting a particular patient. Low force instrument adjusting techniques can be delivered in the prone neutral position, thus enabling you to administer care with peace of mind in some situations that you may feel uncomfortable applying manual techniques.

For instance, you may not want to provide higher forces of manual adjustments to an elderly patient with osteoporosis.

Likewise, you may not impart rotatory cervical spine adjustments to a patient with dizziness or signs of cerebrovascular disease.

8. Easy incorporation. Instrument adjusting can be easily incorporated into your existing technique repertoire. You may want to adjust the upper cervical spine and TMJ of a headache patient with an instrument, yet perform manual methods on their thoracic and lumbar spine.

Alternatively, you may want to adjust the shoulder in a rotator cuff syndrome patient with an instrument instead of using a drop piece.

7. Evidence-based care. A number of studies have investigated instrument adjusting for its effectiveness and have found it to be equivocal to manual adjusting techniques.[6]

In a number of clinical trials, instrument adjusting fared just as well as manual adjusting techniques in reducing pain and improving function in pain patients seeking chiropractic care.[7-11]

Ongoing research into the basic science and clinical study of instrument adjusting is being conducted that has quantified vertebral motions, electromyographic responses, and neurophysiological responses associated with instrument adjusting.[12,13]

6. Increase range of patients. The low-force setting makes adjustments easier for pediatric adjusting as well as providing a quick and effective method to manage children. Instrument adjusting also enables you to care for patients in their senior years.

With the aging baby-boomer population, more seniors will be seeking care, and using a technique well-suited for them is important in the growth and sustainability of your practice.

5. Expand range of services. Incorporating instrument adjusting into your practice allows you to care for a broader range of conditions and will create a buzz among your patients and in your community.

Want to be known as the top doc in your town? Fix a frozen shoulder, or sooth plantar fasciitis in a patient who was told they needed surgery and would have to take six weeks off from work to recover.

You'll quickly see your practice fill up with patients who have sought you out because of the range of conditions you are able to help with.

4. Adding technology. Explain to your patients that the adjusting instrument you are about to use is faster than you can adjust them manually with your hands and that you can target just the right areas specifically with the tip of the stylus.

Your patients will be impressed with your choice to stay current with the times by adding technology to help them heal. You can breathe new life into your practice with the exciting technology of instrument adjusting.

3. Easier on the patient. Because of the extreme speed and lower forces generated with instrument adjusting, the adjustments are easier on the patient.

Adjustments which are easier on the patient increase patient satisfaction, compliance, and a patients' willingness to refer others.

2. Quicker adjusting time. Understandably, if you could achieve the same, if not better, clinical results while speeding up the time it takes for you to provide care, you would be more efficient with your time — not to mention the patient's time.

Instrument adjusting, when done properly, is fast and effective allowing you to care for more patients each day in a shorter amount of time.

1. Easier on you. The number one benefit of instrument adjusting just may be the prolonging of your career. Chiropractors have hurt their own backs, wrists, and shoulders from years of manual adjusting; others have had carpal tunnel problems and even surgery from pulling a spring-loaded adjusting instrument for years.

Instrument adjusting is easier on you, plain and simple. Not only are instrument-delivered adjustments usually performed with the table in a higher position so you are standing upright all day as opposed to bending over, you also don't need to generate the high forces with your own body because the instrument does the work for you.

Decrease the risk of injuring yourself and prolong your practice career with instrument adjusting. CE

Christopher J. Colloca, DC, is the CEO and founder of Neuromechanical Innovations, a Chandler, Ariz.-based medical device manufacturer of the Impulse family of chiropractic adjusting instruments that provides postgraduate training to chiropractors around the globe. He can be reached through www.neuromechanical.com.

To see the references used in this research, visit www.ChiroEco.com/instrumentadjusting.

Wellness at Work

Standard Process' award-winning model for a corporate wellness program may help you implement one for your practice or a business near you

By Wendy Bautista

You won't find a roadside sign stating "wellness at work," but you might find it happening right under your nose.

You could say that wellness at work has two meanings: One meaning is to see a wellness routine or regimen working to better someone, the other would be to see wellness implemented at a workplace. Combine the two, and you have the makings for a powerful program.

Since 1997, the Standard Process Health and Wellness Program has assisted its employees in maintaining their bodies in a state of optimum health and well-being. What began as a way to address rising healthcare costs, has grown significantly in scope and active participation of its employees.

Productive solutions

Not only does it address healthcare costs, it also provides the opportunity for its workforce to be healthier, happier, and more productive — both at home and at work. Standard Process, based in Palmyra, Wis., strongly believes "a program that is proactive, engaging, and focused on prevention is the key solution to the growing healthcare crisis in corporate America.

"In so doing, we will realize the benefit of controlling healthcare costs, while providing the opportunity for our workforce to be healthier, happier, and more productive in both their personal and professional lives," says Standard Process President Charlie DuBois in the Standard Process Health and Wellness Program's vision statement.

While many of today's health issues will continue to pose a challenge, Standard Process says they will meet those challenges by continuing to offer its employees in-

PROMOTING THE PROGRAM

Promoting the program to its employees is critical to its success. To ensure it gets noticed, the program is mentioned or promoted through a variety of ways:

- **Newsletter.** A monthly newsletter, Wellness Supplement, features wellness-related issues pertinent to today's employee health. It covers nutritional news, fitness trends and tips, news reports, and general information that might be of interest to the employee population.
- **Kiosk.** A four-sided, slat wall cube, called the Wellness Kiosk, sits in the company lunchroom with literature, newsletters, announcements, and program details. It is located next to the healthy vending machines so it is readily seen by all.
- **E-mails.** Current activities are listed in all-user e-mail announcements via an all-user e-mail broadcast meant to keep people current to daily activities.
- **Line meeting briefings.** Due to the fact that some manufacturing employees may not have ready access to company e-mail, line meeting briefings are scheduled with various department supervisors.
- **Tabletop displays.** With the lunchroom being frequented by a very large percentage of the employee population (both front office and manufacturing), the use of tabletop displays has proven to be very successful in getting news and information out to the widest distribution possible.

depth fitness programming, health education, and whole food nutrition guidance and supplements.

Chiropractic cornerstone

The Standard Process Health and Wellness Program has a chiropractic care model as the cornerstone of its program. Standard Process believes that "chiropractic care treats the body as a dynamic, self-regulating, and self-healing entity."

As such, it centers its focus on preventative health rather than on symptoms and disease. "Central to this philosophy is the removal of impediments to health through neck and spinal correction, thus normalizing the nervous system and allowing the body to reach its optimal potential," says DuBois.

"Equally important is the emphasis we place on nutritional counseling, whole food supplementation, physical fitness, and routine health screenings to maximize our employee's well-being."

Manager of Corporate Health and Wellness Kevin Sentes says, "We believe chiropractic care is the best preventive model for an on-site corporate healthcare facility. Investing in the employee's physical posture and lifestyle pays greater dividends and yields greater cost savings over the long term."

Model program

The unique model of the program enables Standard Process to be proactive in the area of prevention and risk assessment. Four key areas to its program include:

- Health and wellness education,
- Physical fitness programming,
- Whole food nutrition and supplementation, and
- Chiropractic assessment and treatment.

The primary goal is to improve the overall health and wellness of its employees by increasing the level of employee health education, physical fitness, and nutritional status; decreasing the level of employee stress; eliminating the health plan participants use of tobacco; providing comprehensive on-site healthcare to employees; and demonstrating long-term effectiveness of the program.

The secondary goal is to become a model program in the field of corporate wellness by accomplishing 100 percent company-wide acceptance of the wellness program, become an influential wellness partner in the community and schools, and achieve various wellness recognitions and awards.

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To ensure it will become a model program, Setnes says, "We constantly tweak the programming to meet the needs of the employee and issues that we may face as a company. We adjust to the demands of the company, which, in a production environment, is ever changing."

"A healthier more natural lifestyle benefits the employee as much as the company in terms of lower healthcare costs, but also increased employee productivity, continues Setnes.

"Visitors to the company often comment on how happy and friendly the employees appear."

Wellness initiatives

Standard Process' wellness initiatives have delivered significant results in its effort to create a healthier workplace.

"Employee participation is voluntary, but 95 percent of our employees participate in at least one aspect of our program," says Setnes.

"We are heavily incentive based and have only a couple of mandates in place," Setnes continues. "One is a smoke-free workplace along with tobacco use premium differentials; the other, which is new this year, is the quarterly health presentations — which run about one hour in length."

A centerpiece of the program is the annual Wellness Challenge which encourages employees to participate in many aspects of the program, such as physical fitness, education, health risk screening, biometric checks, and more. This has dramatically improved the health and knowledge of the employees.

"For achieving the Wellness Challenge, employees are rewarded with a $250, $500, or $750 (net dollars) annual bonus based on the level achieved — 85 out of 272 employees achieved the Wellness Challenge award level, which consists of a comprehensive set of criteria that must be met to achieve this status," says Setnes. "They are the cream of our employee crop and have an aggregate cost level that is about 50 percent of those not achieving the award."

New employees must start by March 31 of each year to qualify for the Wellness Challenge.

Making it work

To facilitate the program, a team of five individuals is devoted to the wellness program. Setnes, who also doubles as the personal fitness trainer for the company, is the manager; Vicki O'Brien is the coordinator of health and wellness education, Paul Frank, DC, and Mary Beth Larsen, DC, are the chiropractic doctors on staff; and Michele Stark rounds out the team as the administrative assistant.

In 2007, the on-site Health & Wellness Center expanded greatly and now features a bigger, 2,200 square foot fitness center with locker rooms,

and the health clinic features two exam rooms with an accompanying chiropractic adjustment room for the various treatment modalities practiced at Standard Process. Office space for the five members of the wellness staff and various computer tools are also in place to maximize the productivity of the team.

Accolades and awards

While they do not currently offer this programming to outside companies, they do present and participate on panels that highlight the program's success. "Promoting our program to the 'outside world' is done by a member of our marketing department," says Setnes. "They issue press releases on newsworthy events and achievements accomplished by our program."

Standard Process is designated as a GOLD Well Workplace by the Wellness Council of America (www.welcoa.org) and recently received the governor's award for Workplace Wellness Excellence. It is active in Wisconsin and Setnes, himself, is on the governing board of the Wisconsin Wellness Council.

He says, "This allows us to be at the forefront of wellness initiatives in the state, and actively network with other companies in southeastern Wisconsin to exchange ideas and gain input on workplace wellness."

Exchanging ideas and gaining input on workplace wellness is another great combination to making a powerful program — and one way this wellness program will stay ahead of the game and provide opportunities for healthier, happier, and more productive employees for many years to come.

Wendy Bautista is the editor of *Chiropractic Economics.* She can be reached at 904-567-1539, wbautista@chiroeco.com, or through www.ChiroEco.com.

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Retail: A natural fit

Offering a selection of nutritional supplements can be a win-win for your patients and your practice

By Ann H. Carlson

Today, many chiropractors offer nutritional supplements as a convenience to their patients — but that hasn't always been the case.

When Michael Roth, DC, was in chiropractic school 20 years ago, the conventional wisdom was that incorporating retail into the practice took the focus away from adjusting spines. But times have changed.

With the public's growing interest in nutrition, many chiropractors find that offering nutritional products "in house" gives patients the information and the supplements they need.

"I think the country has really gotten a hold of nutrition," says Roth, who is based in Braselton, Ga. "Patients are more aware of it; they're more educated about it, and thus, I think a lot more chiropractors are open to keeping nutritional products in their offices and offering them to their patients."

Many patients may be overwhelmed by the variety of supplement choices and will look to you for advice because of your solid background in nutrition — and they will appreciate it when they can pick up their supplements at your office.

"Patients are actually pretty excited about a chiropractor that offers nutritional products," Roth says. "They're going to feel more confident about products in a chiropractor's office because they know that their chiropractor is not going to offer them 'just anything.'"

The primary motivating factor for you, Roth says, should be finding the best fit for your patient's health, and with that comes additional benefits for your practice.

"I also think it's a good referral tool," he notes. "If patients start doing really well with chiropractic and supplements, they're apt to tell more people about both aspects."

What to offer

Richard W. Parlee, RPh, DC, of Orange, Calif., has been in practice for more than 40 years, and during that time has brought many different nutritional products to his practice. He makes his selections carefully based on the latest research and his own tests for effectiveness.

For example: Several years ago, Parlee decided to offer intraMAX, a liquid organic supplement from Drucker Labs, because he found it was an all-in-one solution for many patients who were taking a "basket full" of other nutritional products.

Parlee says. "If the patient is tired of taking so many different products, we'll always test them with intraMAX. Usually, intraMAX covers everything from an energetic standpoint."

To complement this product, Parlee also stocks intraKID, a supplement for children based on the same technology as intraMAX.

"We do a lot of treating for attention deficit disorder (ADD) and autism, and every one of those patients gets intraKID," Parlee says.

In addition to these products, Parlee offers supplements from a variety of manufacturers, choosing the best of each brand that he feels can't be duplicated by anyone else.

For example: From Standard Process, in Palmyra, Wis., he stocks Mammary PMG tablets for his patients with postpartum depression, and keeps Gastrex for patients with gastric ulcers or intestinal problems.

He also offers Cal-Amo, a product that targets the adrenal gland and helps relieve dry eyes and dry mouth. "There aren't a lot of products that will even substitute for that," he says.

Although Parlee carries several products within his practice, he tends not to offer supplements that can be found at health food stores or most retail locations. Instead, he stocks supplements that aren't as easy for patients to find on their own.

"They love it because they don't have to shop around," he says. "They know that we've already done the homework." And having products on hand also keeps patients from turning to less-effective products.

While serving patients is Parlee's main priority, he notes that there are other benefits as well.

For example: His practice operates on a cash-only basis, and the nutritional supplements help increase cash flow.

"We do a high volume in nutrition; all types of nutrition," he says. "Most insurance companies won't take any type of nutrition anyway, and the patients are aware of that. But they don't care because they're being helped."

How to get started

If you decide that offering nutritional supplements is right for your practice, keep the following tips in mind:

- **Get patient feedback.** Before bringing nutritional products into your practice, talk to your patients about their expectations and wants. "Start asking patients, 'How would you feel about my offering nutritional supplements?' Or, 'Is there anything you're looking for?'" Roth says.
- **Do your homework.** Ask the manufacturer for data about the science behind their supplement, do some independent reading, and talk

to your colleagues about their experiences with the product as well.

"Make sure you find out how these products are processed, where they come from, how long they've been on the market, what their reputation is, what their quality control is like, and so forth," Roth says.

• **Try it yourself.** When it comes to trying out a new product, you're often your own best test subject. When Roth was in practice, he often tested different products to see if they would be a good fit.

"If I liked it, it worked for me, and the research behind it was very, very reassuring, then I'd be more apt to offer that particular line of products in my office," he says.

• **Quiz the manufacturers.** When researching a product, make sure to test the manufacturers' knowledge. Ask for the latest scientific data on their supplements and how these results compare with similar products. "If I know more than they do, we're through," Parlee says.

Make sure to ask about customer support as well — you want to work with companies that will be cooperative and helpful throughout a long-term relationship.

• **Whittle down your options.** Roth notes that chiropractors just starting out may feel overwhelmed by the influx of catalogs and calls from manufacturers asking them to sell their products. "After a certain period of time, you hone down the groups to the companies that you really trust and like, and you try to stick with them," he says.

• **Keep patients informed.** Set out small displays or brochures about the products you offer in your reception area and adjusting rooms.

When you recommend a product to a patient, give them an overview of the benefits, and make sure to provide them with any helpful literature from the manufacturer.

"I wasn't a hard-core salesman," Roth says. "I didn't try to sell products to everybody. But if a situation came up where I felt there was a nutritional deficiency or somebody could benefit, I would recommend it."

• **Start with one.** Parlee recommends starting slowly with a stand-alone product. That way you do not have to worry about stocking multiple products in the beginning.

• **Offer your expertise.** Let your patients know that you stock supplements in house for their benefit. Parlee makes sure to tell patients they might be able to find the same supplements online, but they won't get his professional opinion anywhere else.

"I tell them, 'I have it here so you don't have to do all the research — I've done the work for you,'" he says.

Ann H. Carlson is a freelance writer based in Los Angeles.

Should I practice here or there?

How to choose an optimum office location

By Paul J. Walton, DC

Begin the process of choosing the optimum office location by asking yourself five simple questions:

1. Where do I want to practice?
2. Am I drawn to the mountains, ocean, or a small, medium, or large town?
3. What are my hobbies and recreational activities?
4. What do I really enjoy doing?
5. What type of practice do I want to have?

Once you have the answers, you can start to look for a location. Some items of consideration include demographics, site location, and traffic patterns.

Demographics

On the surface, demographic data can appear boring, but it can enlighten you on aspects of life not found elsewhere. You should research population statistics and determine whether the region of your choice makes sense for your practice. Given your profession and specialty, do you want to target men, women, young or old, blue or white collar?

Newspapers, chambers of commerce, and local city and state governments in each region often have demographic information provided on their Web sites. Another excellent source is the Census Bureau's Web site.

These sites will tell you about household incomes, household ownership, age distribution, percentage of females (55 percent desirable), blue collar vs. white collar, race and ethnicity, education, etc.

Once you select a few locations, map them by areas in the cities or towns you are considering, then determine which are growing or shrinking. What is the growth projection for the next five years? What industry is coming or leaving town? If you are going to be billing insurance, find out what companies pay for chiropractic care.

Another thing to do is check the chiropractor to population ratio for the specific areas in which you are interested (you want to target an area of 3,000 to one or better), and also see where your colleagues are located. How aggressive is their marketing? What kinds of marketing do they do and how effective is it?

Do your own psychographics study, also known as the IAO Variables (Interest, Attitudes & Opinions). This gives you an excellent opportunity to discuss chiropractic and get their opinions and attitudes about your profession.

Where do you start? At your chamber of commerce, banks, service stations, auto dealers, or any place where there are people.

> What ultimately makes the optimum location is you! It is your enthusiasm, drive, mission, vision, and passion for helping others.

Site location

Your number one priority is your patient, so be sure you choose an area of town that is consistent with the image you are looking for and it is convenient.

Make sure it is easy to find and that there is plenty of parking. Is it handicap accessible? Is there an ease of ingress and egress? Will you be able to tell the patient in just a few words the location of the office? Check to see if it is accessible to public transportation and pedestrians and find out what other professionals are in the area.

You also want to take safety into consideration when choosing a location. Is the area well lit at night? Is there security on the premises? Drive by the location at different times of day and check traffic. Is it congested? Are you able to get to the location without a lot of hassle? Is your second impression the same as your first?

Don't focus on just one area of town, take time to look at several areas.

Traffic patterns

One issue many professionals don't consider is traffic patterns. Is 30,000 cars passing by per day good? Not necessarily, if they are traveling at 30+ miles per hour. Your visibility will be higher the slower the traffic is flowing.

Think about what is convenient for the patient. If your patients make appointments after work and rush hour traffic is heavier going west, that's the side you choose.

It's more convenient for a patient to turn right into a building's driveway than to turn left or make a u-turn.

What are the major thoroughfares for business commuters within a five-mile radius for your area? Where are popular businesses, such as supermarkets and banks?

The more popular businesses attract more potential patients. Also, upscale businesses tend to attract upscale clients.

The perfect location

The perfect location for any office is an individual matter, but there are a few things you should do when beginning your search.

You want to be sure to look at several spaces and check the pros and cons of each — don't rush to make a decision.

Look at free-standing buildings, strip malls, and professional buildings for available spaces with 1,200 to 1,500 square feet, at least 14 parking spaces, and what the street frontage visibility is.

Does the landlord take pride in keeping the building clean and modern? Are there local regulations or restrictions for signage enforced by the landlord?

You also want to check out other businesses in the area such as banks, other health professionals, health food stores, gyms, and what ever else draw's people to the area. Are there conveniences for you and your staff, such as restaurants?

And lastly and probably most importantly: Is it affordable?

What ultimately makes the optimum location is you! It is your enthusiasm, drive, mission, vision, and passion for helping others.

It is your determination to succeed and climb to heights that others only dream about. It's your life and you are responsible for your results.

Paul J. Walton, DC, is founder and lease negotiator for Chiropractic LeasePro, a company that strives to coach and direct doctors through a successful, tenant-friendly lease. He can be reached at 800-790-5650 or through www.ChiropracticLeasePro.com.

Preparing for the evolution of EHR to PHR

By Steven J. Kraus, DC, DIBCN, CCSP, FASA

Electronic health records (EHRs) are now a core element of our national healthcare system.

This is mostly due to the adoption incentives included in the recent economic stimulus package and the changes suggested for reform at the national level. With the Obama administration's commitment to investing more than $19 billion to promote the integration of EHRs into the U.S. healthcare landscape, you can probably say that EHRs are here to stay.

Those who have not yet adopted EHRs as a standard in their clinics will need to catch up quickly. Not only do EHRs aid you in establishing office efficiencies, it also provides a mechanism to improve the quality of care you deliver through better case management and alerts.

Collaborating with other doctors and health-related colleagues via EHR also improves continuity of care, which provides better outcomes. Such a system elevates chiropractic on the whole, as it allows you to communicate as integral team members with all other healthcare professionals.

As soon as EHRs become a standard, personal health records (PHRs) will likely emerge just as swiftly — and you must prepare now for that evolution. PHRs will enable patients to manage their own health information through a completely electronic and automated system they control.

Transparency of information will be greatly increased with PHRs, which means patients will be able to advocate for themselves, review their records at will, and authorize information to be immediately sent to the providers of their choice. While additional security to protect such information will be required, many security measures are already available.

Why do patients want PHRs?

With the amount of information now available through the Internet and other sources, individuals have become their own best advocates, seeking out healthcare options and wanting to be privy to all of their choices.

Most patients want the right to choose the care they know works for them. Combine that patient-centric attitude with a healthcare model driven by best practices and effective outcomes, and a new approach emerges.

For example: For many back pain cases, chiropractic care is the leading option for cost-effective treatment and positive results. The information leading to this conclusion is available to patients and healthcare providers through technology that promotes best practices, and thus, more educated choices.

Having a PHR supports the advocacy desires of patients, and provides better information to healthcare professionals to guide both doctor and patient to develop the most effective treatment plan.

How does a PHR work?

Your office has an approved EHR system used meaningfully on a daily basis. It contains all records related to a given patient, including intake forms, history, review of symptoms, treatment plans, radiology reports, outcomes questionnaires, and your daily clinical documentation notes, all in a digital format.

Choosing to bring a true EHR system into a clinic will support the clinic's patient management needs now and for years to come.

The patient has been treated by you for several visits with success. On one occasion, the patient mentions he is having an unrelated diagnostic procedure at the recommendation of a family MD.

With a PHR, the patient can request you send pertinent records to the surgeon, which takes a simple authorization by the patient for your staff to transfer the encrypted records. Or, the patient can access his PHR from a personal computer and send it directly.

In this scenario, the patient would have previously requested that you routinely send your notes and data in an encrypted format from your EHR to his PHR. The patient becomes the gatekeeper of his own health information and can transfer it at will. And the patient likely has all other health providers sending their notes to the PHR, which organizes the data from the various health providers in one central location.

Technology driven

As people become more comfortable with technology in other aspects of their lives, they come to expect it in all aspects. Knowing that the technology to house their healthcare information is available, patients want that technology utilized — but many are cautious about granting government access to their health information.

The beauty of PHRs is patients can choose who has access to their information. PHRs will not automatically be published for all to see and the idea that government will control them is a myth.

Most patients trust that their family general practitioner or chiropractic physician will safely and securely keep their records on file in the clinic's EHR, and when needed, they can request the clinic electronically send pertinent data to the next healthcare provider or specialist involved in the case. The patient selects the storage location based on preference.

You must also remember that a patient-managed health record will face greater scrutiny — not only from the record's owner (the patient), but also from third-party payers. Patients want accurate information to aid in reimbursements and portability.

PHRs present a tremendous opportunity to chiropractic by offering the chance to:

- Accurately communicate the effectiveness of chiropractic care directly to the patient,
- Gather clinical data that supports the use of chiropractic as an effective treatment protocol,
- Demonstrate your support of a portable, electronic system through mass adoption of EHRs, and
- Enable you to justify your involvement in the lead management of the patient by documenting the unique aspects of that patient's care.

Future is now

As EHRs become standard, patients will seek PHRs and their interest and motivation will serve to accelerate the introduction of such programs.

PHRs are fully predicated on the existence of a robust EHR system in every clinic and doctor's office. And you have an opportunity to adopt a system now so you are ready for a rapidly approaching future.

Choosing to bring a true EHR system into a clinic will support the clinic's patient management needs now and for years to come. Selecting a system that is more than a digital note generator and one that includes a truly interoperable EHR is critical.

Only interoperable systems that meet certain government requirements will be federally approved for financial incentives as defined in the 2009 American Recovery and Reinvestment Act.

Prepare for the evolution of EHR now, and eventually for PHR, and deliver benefits to your patients by bringing the future of healthcare to your clinic today. CE

Steven J. Kraus, DC, DIBCN, CCSP, FASA, is CEO of Future Health Inc., a company that partners with chiropractors to deliver a comprehensive clinic management solution, including fully-integrated EHR. He can be reached at 888-434-7347, skraus@FutureHealthSoftware.com, or through www.futurehealthsoftware.com.

Anti-Aging Directory

Chiropractic Economics is pleased to present the profession's most comprehensive Anti-Aging Directory. The information in the resource guide was obtained from questionnaires completed by the listed companies. Companies highlighted in RED have an advertisement in this issue.

For a complete resource guide of services these companies provide, please visit www.ChiroEco.com/directory.

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888-372-3421
www.omega3care.com

A.C. Grace Co.
800-833-4368
www.acgraceco.com

A2Z Health Store.Com
888-303-3131
www.a2zhealthstore.com

Aboca Herbs and Health
206-624-7542
www.aboca.us

Agel Enterprises
888-773-2499
www.dolifedoagel.com

Aloe #1 Laboratories
888-564-5501
www.aloe1.com

ALT-MED Labs Inc.
800-876-7722
www.ALTMEDLabs.com

American Nutriceuticals
888-848-2548

Anabolic Laboratories
800-445-6849
www.anaboliclabs.com

Anson Aromatic Essentials
402-489-5064
www.therapeutic-grade.com

Anthony Robbins – Inner Balance
800-397-6182
www.tonyrobbins.com

Aqua Detox USA
704-662-9239
www.aquadetoxusa.com

Atrium Inc.
877-287-4862
www.atriumglandulars.com

Axiom Worldwide
877-438-0663
www.axiomworldwide.com

Ayush Herbs Inc.
800-925-1371
www.ayush.com

Banner Therapy Products Inc.
888-277-1188
www.bannertherapy.com

Baseline Nutritionals
800-869-5060
www.baselinenutritionals.com

BioActive Nutritional Inc.
800-288-9525
www.bioactivenutritional.com

BioCell Technology LLC
714-632-1231
www.biocelltechnology.com

Biometrics Nutrition & Fitness
240-683-6315
www.biometricshealth.com

BioPathics
561-799-7741
www.biopathics.com

BioPharma Scientific
877-772-4362
www.nanogreens.com

Biotics Research
800-231-5777
www.bioticsresearch.com

Blue Spring International
866-470-4930
www.doctorspainformula.com

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407-671-7974
www.bodybalancewp.com

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239-481-1002
www.nutribonvital.com

Bryanne Enterprises Inc.
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Carlson Laboratory
847-255-1600
www.carlsonlabs.com

CC Chiro
530-527-1774
www.blindspotmapping.com

Cell Sciences Systems Ltd.
800-872-5228
www.alcat.com

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847-364-0353
www.chinagel.com

Chiro950 Microcurrent by TBI Inc.
877-496-8838
www.Chiro950.com

Chopra Center Online Store
800-858-1808
www.store.chopra.com

Control Bar
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www.control-bar.com

Cryoderm
800-344-9926
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800-451-5190
www.davincilabs.com

DaVinci Laboratories of Vermont
800-325-1776
www.davincilabs.com

Dee Cee Laboratories Inc.
800-251-8182
www.deeceelabs.com

Deseret Biologicals
800-827-9529
www.desbio.com

Diamond Herpanacine Associates
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www.diamondformulas.com

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www.diamondlotusoils.com

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Dr. Stan Guberman
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www.drguberman.com

Drucker Labs
888-881-2344
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Dynamic Health Labs Inc.
800-396-2114
www.dynamic-health.com

Dynatronics
800-874-6251
www.dynatronics.com

Edom Laboratories
800-723-3366
www.edomlaboratories.com

Energique
712-647-2499
www.energiqueherbal.com

Enzyme Formulations
800-614-4400
www.loomisenzymes.com

Enzyme Process Co.
800-521-8669
www.enzymeprocess.com

Enzymes Inc.
800-637-7893
www.enzymesinc.com

Erchonia
888-242-0571
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Erickson Labs
877-263-9101
www.myformula101.com

First Priority Medical Center
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www.flexcin.com

Gematria Products Inc.
760-931-8563
www.gematria.com

Genetic Nutrition Lifestyle Nutrition
800-699-8106
www.aboutdnahealth.com

Giovane Medical Services Inc.
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www.giovanemeds.com

Golden Sunshine (USA) Inc.
800-798-3977
www.golden-sunshine.com

GY&N Nutriment Pharmacology Inc.
877-864-5112
www.gyandn.com

Health Logics – Arthenol
888-402-1600
www.health-logics.com

HeartPak Ltd.
877-557-8732
www.purecardio.net

Heel Inc.
800-621-7644
www.heelusa.com

Himalaya Herbal Healthcare
800-869-4640
www.himalayausa.com

Human Touch By Interactive Health LLC
866-369-9426
www.interhealth.com

iHealth Products Inc.
800-930-6493
www.ihealthproducts.com

Inform for Life
800-234-8325
www.InformForLife.com

Integrative Therapeutics
800-547-4891
www.integrativeinc.com

InteMedica LLC
800-856-7250
www.intemedica.com

Interceuticals Inc.
781-631-9154
www.interceuticals.com

Juvenon
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www.juvenon.com

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866-595-7749
www.k-laserusa.com

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800-826-7225
www.karuna.com

King Bio SafeCareRX
800-543-3245
www.safecarerx.com

Laser-Therapy
877-527-3750
www.ColdLaserTherapy.us

Legacy for Life
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www.legacyforlife.net

Life Management Formula
813-685-6000
www.lifemanagementformula.com

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www.lifetecinc.com

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www.lsiinternational.com

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Master Supplements
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MD Global Medical Products
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Medicardium
808-573-8166
www.medicardium.com

Mediral International Inc.
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888-239-6436
www.medtrakonline.com

Membrell LLC
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www.membrell.com

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800-692-9400
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Mountain States Health Products
800-647-0074
mhp@earthnet.net

MyoMed/BioForce Inc.
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www.myo-med.com

N.E.T. Incorporated
800-888-4638
www.netmindbody.com

Natural Wellness Centers of America Inc.
949-600-6515
www.naturalwellness.com

Nature Tech
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www.naturetech.com

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866-963-9675
www.new-mark.com

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www.ngtlasers.com

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Novolife
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www.novolife.net

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www.nutraceutics.com

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Nutriceutical Solutions Inc.
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www.inflamex.com

Optimal Health Systems
800-890-4547
optimalhealthsystems.com

OPTP
800-367-7393
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Original Medicine
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www.original-medicine.com

Pain & Stress Center
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www.painstresscenter.com

Panasonic
570-823-0854
www.panasonic.com/chiro

Perspectis Inc.
866-586-2278
www.backvitalizer.com

Pharmalox
866-866-3993
www.pharmalox.com

PHION Nutrition
480-556-0210
www.ph-ion.com

PhysioLogics
800-765-6775
www.physiologics.com

Pleomorphic
602-439-7977
www.pleosanum.com

Premier Research Labs
800-325-7734
www.prlabs.com

PrescriptionBeds.com/Strobel Technologies
800-457-6442
www.PrescriptionBeds.com

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www.thymic.com

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www.progena.com

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www.quickgym.com

Sarati International
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Science Based Nutrition
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www.sciencebasednutrition.com

Sedona Labs
888-816-8804
www.sedonalabspro.com

Skytech Medical Systems
530-344-1624
www.betterbusiness
practice.healthywize.com

Sombra Professional Therapy Products
800-225-3963
www.sombrausa.com

Spinal Touch Formulas
800-421-5443
www.spinaltouchformulas.com

Standard Enzyme Company
770-537-4445
www.standardenzyme.com

Standard Process Inc.
800-558-8740
www.standardprocess.com

Sun Chlorella USA
800-829-2828
www.sunchlorellausa.com

Sweetwater Natural Products LLC
888-666-1188
www.sweetwaternaturalproducts.com

Techno-Derm
305-892-4588
www.spineforce1.com

The British Institute of Homeopathy
609-927-5660
www.bihusa.com

The Spa Exchange LLC
952-938-2652
www.thespaexchange.com

The Wholefood Farmacy
561-350-0902
www.wholefoods4health.com

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TheraLase
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www.theralase.com

Therapy & Health Care Products Inc.
800-842-8212
www.thcpweb.com

Titan Laboratories
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www.titanlabs.com

Transformation Enzyme Corp.
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www.transformationenzymes.com

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888-876-3240
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800-800-8849
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Truwell Health & Wellness
866-878-9355
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UAS Laboratories
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www.usalaser.biz

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www.vitalage.com

Vital Nutrients
888-328-9992
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Vitamin Doctor USA
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800-624-9163
www.wailana.com

Wei Laboratories
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Weight-a-Minute International
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www.weightaminute.com

Whole-istic Solutions
866-814-7673
www.whole-isticsolutions.com

Wise Essentials
800-705-9473
www.wiseessentials.com

World Nutrition Inc.
800-548-2710
www.worldnutrition.info

Yamuna Body Rolling
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www.yamunabodyrolling.com

Yasoo Health Inc.
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www.yasoo.com

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505-875-0001
www.ABCcodes.com and
www.ZipClaims.com

Access Equipment Corp.
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www.usedchiropractictable.com

Activator Methods International
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www.activator.com

Acumar Technology
503-292-7137
www.acumar.com

ALLPRO Imaging
800-247-8324
www.allproimaging.com

American Medical Sales Inc.
800-423-3535
www.digitalams.com

AmeriComp
800-972-9776
www.summitindustries.net

Applied Ingenuity/Posture Soft
800-761-7638
www.appliedingenuity.net

Austin Medical Equipment Inc.
800-382-0300
www.austinmedical.com

Banner Therapy Products Inc.
888-277-1188
www.bannertherapy.com

BioAnalogics
800-327-7953
www.bioanalogics.com

BioHealth Diagnostics
800-570-2000
www.biodia.com

BML Basic
800-643-4751
www.bmlbasic.com

BodyZone.com
770-922-0700
www.bodyzone.com

Bonvital Inc.
239-481-1002
www.nutribonvital.com

Brookdale Medical Specialties Ltd.
800-655-1155
www.brookdalemedical.com

Bryanne Enterprises Inc.
877-279-2663
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Cell Sciences Systems Ltd.
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Center for Enzyme Therapy
www.enzymes.com

Chiro Design Group
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www.chirodesigngroup.com

CLA - Chiropractic Leadership Alliance
800-285-9600
www.subluxation.com

Concept Therapy
210-698-2254
www.chiropracticprinciples.com

Connections Group Inc.
888-363-8111
www.connectionsgroup.net

Control-X Medical Inc.
614-777-9729
www.cxmed.com

CRA
541-956-1819
www.crahealth.org

DMX-Works Inc.
800-839-6757
www.dmxworks.com

Dynatronics
800-874-6251
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Energique
712-647-2499
www.energiqueherbal.com

FUJIFILM Medical Systems U.S.A. Inc.
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Implement a compliance program

By Jason B. Martin, Esq.

As chiropractors, most of the problems you see today arise from lack of compliance with federal and state law.

Some problems are also from government and insurance payer requirements for billing, coding, and documentation.

For example: When a doctor fails to use proper codes or attach the correct modifier, the payer often denies payment. Medicare and insurance payers often initiate a post-payment review when they believe the chiropractor is failing to abide by their guidelines.

This review consists of a request for the chiropractor's records and a subsequent review of the documentation. If the payer determines the chiropractor has submitted claims not supported by documentation or if the payer believes the wrong codes are used, the payer can deny payment and then seek to recoup the amounts previously paid to the chiropractor.

Common mistakes that trigger reviews and subsequent recoupment requests include:

- Lack of appropriate documentation,
- Over-utilization of services, and
- Improper waivers of co-pays and deductibles.

New laws, such as the Red Flags Rule, are often adopted by state or federal government and create new responsibilities for the chiropractor. Often, these laws go unnoticed until you find yourself already in violation of the law.

Most chiropractors are becoming increasingly frustrated with the amount of legislative obligations and payer rules. For many, understanding and complying with these rules and guidelines is challenging due to the overwhelming amount of seminars, lectures, Web sites, and opinions providing conflicting views on hot issues.

What can you do to help avert the Medicare or insurance audit, the recoupment recovery attempts by these payers, and the penalties for violating a law or guideline? The best answer is an effective, comprehensive Healthcare Compliance Program (HCP).

What is an HCP?

An HCP is a written document, usually drafted by a qualified healthcare attorney, which provides an easy-to-understand and comprehensive approach to educating the chiropractor and his staff on standards for billing, coding, documentation, federal fraud and abuse laws, and other related regulations.

In an attempt to discourage fraud and abuse within the healthcare system, the federal government, through the Office of Inspector General (OIG), urges chiropractic offices to implement an effective compliance program and provides specific guidance and compliance solutions.

Perhaps more disconcerting is the Centers for Medicare and Medicaid Services' (CMS) recent push to implement the permanent Medicare Recovery Audit Contractor (RAC) program, which is designed to identify and recover Medicare overpayments.

For years now, insurance payers have utilized special investigations unit and claims recovery departments to provide a similar function to the RAC. A comprehensive compliance program should provide you the OIG's recommended approach to compliance, and address each of the fraud and abuse laws and common acts that subject you to potential violations of the laws.

A compliance program should also provide essential training on the importance of treatment plans and documented daily notes as well as proper code and modifier usage.

An important aspect of a compliance program, as discussed by the OIG, is for you to perform a self-review or "baseline audit" of your patient records. Typically, in collaboration with an attorney and a coding professional, you can easily identify risk areas and take immediate action to correct any problem areas. It is never too late to identify problem areas and take corrective action.

A compliance program is an enormous asset for you because it can help increase reimbursement and save money by reducing claim denials, prepayment reviews, and subsequent recovery attempts. It can also help minimize your exposure to civil or criminal liabilities if a problem occurs and can prevent legal problems from occurring in the first place.

An effective compliance program should ultimately identify risk, educate you and your staff, and provide effective guidance for addressing risk and concerns. It can also serve as a security blanket for your practice if it takes a continued proactive approach to compliance. CE

Jason B. Martin, Esq. is the founder of the Martin Law Firm, P.C. The Martin Law Firm, P.C., focuses on representing chiropractors. Martin can be reached at 877-777-9373, jbmartin@jbmartinlaw.com, or through www.jbmartinlaw.com.

Response to an audit letter

By Deborah Green, Esq.

Q ***I recently received a request for a refund for over-payment by an insurance company. Although I received the payment several years ago, I no longer see the patient and my income flow is no longer what it was. Paying this money back now would greatly affect my income.***

I don't want to ignore this situation because I'm afraid the insurer will just stop paying my claims altogether. What should I do?

A In this type of situation the best defense is a good offense. It's recommended you contact the claims director of the insurance company in writing. In the letter, make sure you address the following (assuming that all the representations are in fact true):

1. Ask the insurance company to explain why it paid you in the first place; what caused it to change its mind about the payment; why it's correct now when it was in error when it first paid you; and how it can substantiate not being in error now.

2. Explain that according to your records, the books are closed on the claim; the claim was paid appropriately; that there is no credit balance on the account; and that all applicable adjustments, if any, have been billed to the patient for any amounts for which he or she was responsible.

3. Tell the insurance company that:

• The insurer waited too long to raise the issue and due to the delay in providing notice of the alleged overpayment, the legal doctrine of laches may prevent the insurer from enforcing its request for repayment (*This doctrine provides an equitable defense where long-neglected* *rights are sought to be enforced against another party and even if the insurance company is unfamiliar with the term, the insurance company's lawyers most likely know all about it.)*;

- As an innocent creditor you should not be held liable for mistakes on the insurance company's part and that you obtained the patient's insurance card at the time of service and based on that information you believed you were entitled to third-party payment from the insurance company;
- You received the payment and explanation of benefits (EOB) in good faith, and based on the EOB you did not bill the patient for the portion covered by insurance;
- You provided services in good faith and the funds received have been exhausted;
- According to federal law, as a third-party creditor you cannot be held liable for mistakes made by insurance payors. Based on the patient's representation, there was no indication you could have known you might not be entitled to third-party payment;
- A 1992 California case found that if a provider bills in good faith and the insurance company accidentally pays too much by the insurance company's calculation, the insurance company cannot collect a refund from the provider so long as there was no misrepresentation or fraud on the provider's part in billing.

See City of Hope Medical Center v. Western Life Ins. Co., 8 Cal.App. 4th 633 (2nd Dist. 1992) and Federated Mutual Insurance vs. Good Samaritan Hospital, 191 Neb. 212, 214 NW 2d 493 (1974);

- You believe you have been properly reimbursed for services rendered and will therefore not issue a refund to the insurance company; and
- If the insurance company continues to demand such payment or elects to deduct the alleged overpayment from future benefits to which you are entitled, you may sue them.

Deborah Green, Esq., practices law in New York and Florida. If you have any questions concerning legal healthcare issues, e-mail her at healthattorney@aol.com or call 954-923-0923.

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Staying natural: Doing the unexpected

By Gary Daniel, DC

People make decisions based on trust — trust builds most relationships.

How do we get it? Where do we get it? The answer is really very simple. Trust is within us.

When you open your heart and display the passion it holds, people become empathetic to your cause and concern, and scripting mostly lacks this component. You need to be yourself and let your patients realize the genuine article.

You should let your patients identify with your genuine personality and pride in it. It doesn't matter if you treat laborers or royalty, rich or poor — everyone wants a doctor they can trust.

Often people attempt to be something they're not to impress their classmates or colleagues, claim recognition and wealth, or to "keep up with the Jones'"; however, patients' confidence in you is a by-product of how much they trust you. That trust then elevates your own confidence.

Patients would rather hear a heartfelt and honest consultation from a doctor that seems concerned for their well-being than one from a doctor who has a speech memorized to sound eloquent and articulate to persuade them to accept treatment. Being yourself and being genuine are two of the most important things you can do to gain trust.

Patients will come in knowing you may not know all the answers or use all the clinical rhetoric, but they will know you are going to go to extraordinary lengths to help them. They will trust you and your motives.

It isn't about the money; it's about serving. Until you've put others' suffering ahead of your own success, you can't know the joy and satisfaction or even rewards derived from the purpose of your life.

It is difficult to make mistakes when you're being yourself. You are who you are. Patients shouldn't see multiple personalities: one for the office and one for the grocery store. You should always be the same, and treat everyone equally. That speaks volumes about your heart.

Truth, honesty, and intent aren't just words to be displayed on your office wall, but rather words to live by. This is what sets us apart from other disciplines. You want to spend time with your patients and get to know them and their problems and victories.

As new and soon-to-be practitioners, it should be your goal to stay natural and be yourself, not try to be something or someone you're not. Have you ever noticed how a patient looks at you when you turn and face him or her and engage in meaningful conversation? Being yourself and being genuine are what sets you apart.

Dr. Gary Daniel is a graduate of and an assistant professor at Parker College of Chiropractic in Dallas, Texas.

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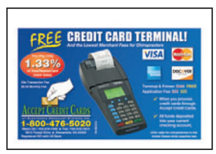

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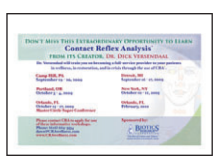

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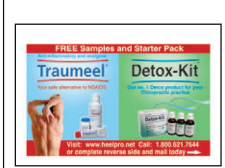

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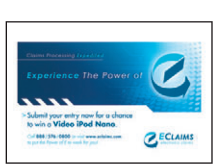

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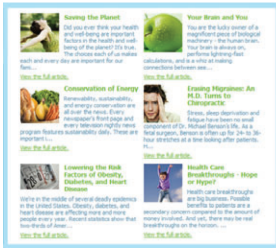

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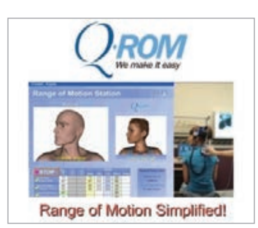

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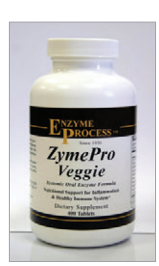

Zyme Pro Veggie from Enzyme Process is formulated as a vegetarian based systemic oral enzyme. This product uses enteric coated serrapeptase, which is a complex digestive enzyme matrix and anti-inflammatory ingredients like papain and bromelain. Zyme Pro Veggis is available in 200 and 400 tablets.

Call 800-521-8669 or visit www.enzymeprocess.com.

Lipid support

Pro Omega LDL from Nordic Naturals is a blend of purified fish oil combined with red yeast rice and CoQ10 that is formulated to support healthy lipid metabolism. This product does not contain gluten, yeast, milk derivatives, or artificial colors or flavors.

Call 303-499-9665 or visit www.nordicnaturals.com.

Management system

ChiroSuiteEHR from Life Systems Software is a chiropractic management system that merges the ChiroOffice management and billing system with the ChiroPad EMR SOAP documentation and narrative program. ChiroSuiteEHR is designed to increase your income, reduce expenses, and avoid audits, while managing and marketing your practice.

Call 800-543-3001 or visit www.LifeSystemsSoftware.com.

Massage machine

G5 Massage Machines from General Physiotherapy Inc. utilizes 16 different applicators to provide specific treatments, including trigger-point reduction, lymphatic drainage, and temporary reduction in the appearance of cellulite, exfoliation, etc. This product, which provides directional-stroking massage, is designed to produce deep penetration without the discomfort of "thumping."

Call 314-291-1442 or visit http://G5.com.

Marketing e-book

Marketing 101: Why Successful Alternative Health Practitioners Specialize is the newest e-book from A Marketing Connection. This e-book explains step-by-step how others have successfully specialized and how you can do the same thing. This product aims to teach you what has worked before, what hasn't, how others chose their niche, and why they believe others have failed before them.

Call 303-460-0285 or visit www.amarketing connection.com/targetmarketing-campractitioners.html.

For a comprehensive, searchable products directory go to www.ChiroEco.com and click on "Products and Services."


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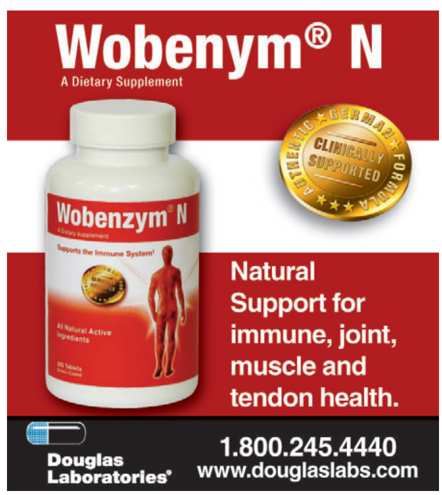

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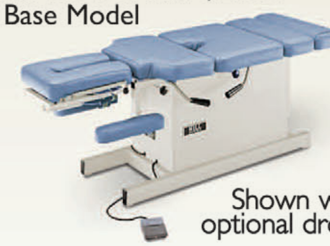

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